

# ANNUAL REPORT

2010-11



LAHORE UNIVERSITY OF MANAGEMENT SCIENCES



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# INTRODUCTION

**During the academic year 2010 – 2011, LUMS continued its tradition of achievements in academia, research and extra-curricular accomplishments.**

The Suleman Dawood School of Business (SDSB) carried out economics and management research, while keeping in close contact with the business sector, both locally and internationally. Marketing, fundraising and alumni relation activities continued for the purposes of promotion of the School and for strengthening ties with graduates, employers and donors.

The faculty at the School of Humanities, Social Sciences and Law (SHSSL) pushed ahead in their research endeavors, resulting in publications in prestigious journals and conference presentations. The Department of Economics recruited new faculty and worked on the Learning Outcomes Initiative for improvement in teaching methods. The Department of Humanities and Social Sciences introduced a new major in History this year and, among other achievements, began an initiative for strengthening writing skills at LUMS. The Department of Law and Policy hosted the Second National Moot Court, and also organised various workshops and seminars. Students also launched the LUMS Student Law Review.

The School of Science and Engineering (SSE) continued its focus on research and teaching. Faculty and students at the departments at the School, namely Biology, Chemistry, Computer Science, Electrical Engineering, Mathematics and Physics, continued to carry out cutting-edge research in fields ranging from developing human disease models in the fly to field robotics for agriculture to the designing of smart grids for energy distribution to medical applications for dengue, tuberculosis and hepatitis C, among much more. Faculty carried out projects in diverse areas and had research published in

premier international and national journals. The Department of Biology also established the first epigenetic research lab in Pakistan this year.

The centres at LUMS held various activities including international conferences, workshops, seminars and programmes throughout the year. The Case Research Centre hosted its first international case conference, among other achievements, while the Rausing Executive Development Centre continued to innovate and revamp, keeping in mind changing market needs. The Centre for Advanced Studies in Mathematics held conferences and received funding for a number of research activities. The Development Policy Research Centre conducted contract research for donors, multi-laterals, bi-laterals, institutions and the government, while the Social Enterprise Development Centre offered customised and open-enrollment training programmes for NGOs in various aspects of capacity building. The Strategic Sectors Research Centre continued to facilitate industry-specific research, important to the national economy, and the Gurmani Centre held a two-day colloquium on Faiz Ahmed Faiz as part of the Faiz centennial celebrations.

LUMS continues to work towards its goal of achieving excellence and national and international leadership through unparalleled teaching and research, holistic education and civic engagement to serve the needs of society. The University will keep working closely with its stakeholders, including alumni, students, faculty, staff and donors, to continue on the path of being a socially responsible institution to the nation and the region.

# SULEMAN DAWOOD SCHOOL OF BUSINESS

The Suleman Dawood School of Business (SDSB) continued its vision of carrying out economic and management research, while keeping in close contact with the business sector; both local and international, in the form of conferences, colloquiums, guest speaker sessions and other events. At the same time the SDSB Marketing, Alumni Relations and Fundraising departments sustained their activities to promote the School, strengthen relations with graduates and forge ties with donors.

The Suleman Dawood School of Business Advisory Board visited the University from January 18 – 24, 2011. Members of the board who were part of the visit included Robert S. Collins (Chair), Professor, Manufacturing Management and Strategy, IMD, Ralf Boscheck, Professor of Economics and Business Policy, IMD and Alfred Jaeger, Associate Professor and Associate Dean, Faculty of Management, McGill University. They held sessions with the Management Committee, the Vice Chancellor and Dean of the Suleman Dawood School of Business. Workshops were also organised with the entire SDSB faculty, as were individual meetings with programme directors and other department heads.

Continuing their excellence in research, the faculty of the Suleman Dawood School of Business once again had their research published in highly recognised

international journals and conferences. A number of cases were also written for the LUMS Case Research Centre. Papers were published in numerous journals included the Asian Journal of Management Cases, Journal of Global Business Advancement, International Journal of Conflict Management, Human Relations Journal, Journal of the Operational Research Society and Journal of Change Management, among others. Research papers by the SDSB faculty members were also accepted and presented at international conferences around the world, including at the International SAICON 2010 Conference, Bhurban; the Annual Academy of Management Conference, Montreal, Canada; AIB 2010 Annual Meeting, Rio de Janeiro, Brazil; Academy of Human Resource Development, International Conference of the Asia Chapter, Shanghai, China; European Conference on Modern South Asian Studies, Bonn, Germany; UNDP South Asia Conference on the Impact of the Global Financial Crisis, Khatmandu, Nepal; International Conference on Accounting, Auditing and Management in Public Sector Reforms, Copenhagen, Denmark; Asian Business and Management Conference, Osaka, Japan; International Academy of Management & Business (IAMB) Conference, Madrid, Spain; Annual World Business Congress of the International Management Development Association (IMDA), Konya, Turkey; International Conference of the Society of Operations

Management, Mumbai, India and the INBUSH 2010 Conference, Amity Global Business School, Noida, India.

A number of events were organised during the year by the SDSB Marketing, Alumni Relations and Fundraising departments. These included reunions, donor acknowledgement events, elections for the SDSB Luminites Association and mentorship sessions for students, among others. The SDSB Alumni Relations department hosted some reunion events for its alumni, which included the 20 year reunion of MBA Class of 1990 and the 10 year reunion of the MBA Class of 2000. The event was attended by the management, SDSB current and former faculty members and the class of 1990 along with their spouses. The SDSB Alumni Relations team also hosted the 10 year reunion of the MBA Class of 2000 on January 2, 2011. The batch of 2000 got together to meet their professors and reminisce about old times.

The term of the first Board of SDSB Luminites Association ended on July 31, 2010. The elections to select a new board were therefore organised by the SDSB Alumni Relations Office. A committee consisting of senior alumni and administrative staff from LUMS closely monitored the election process.

The elections were held in two rounds. The first round was for the selection of the Board of Directors of the Association. The



# SDSB

SULEMAN DAWOOD SCHOOL OF BUSINESS

alumni, through electoral voting, selected Class Representatives who formed the Board of Directors. The elections were held in seven classes and had an approximate participation of 41%. The rest of the nominees won unopposed. The second round was for the selection of the Executive Committee. In this round the elected Board of Directors selected the Executive Committee. The new elected bodies assumed office in August 2010.

A session with the Executive Committee of the SDSB Luminites Association was organised with the first and second year graduates for mentorship purposes. The session was also attended and moderated by the Dean of the Business School and the MBA Programme Director.

The LUMS SDSB Luminites Association hosted their Mega Launch event in July 2010, followed by a dinner and musical evening at the LUMS campus to formally inaugurate the association. The event was attended by various SDSB alumni, members of the LUMS Management Committee, faculty and prominent figures from showbiz and the corporate fraternity. The official website of SDSB Luminites, <http://www.sdsbluminites.com>, was also launched at the event.

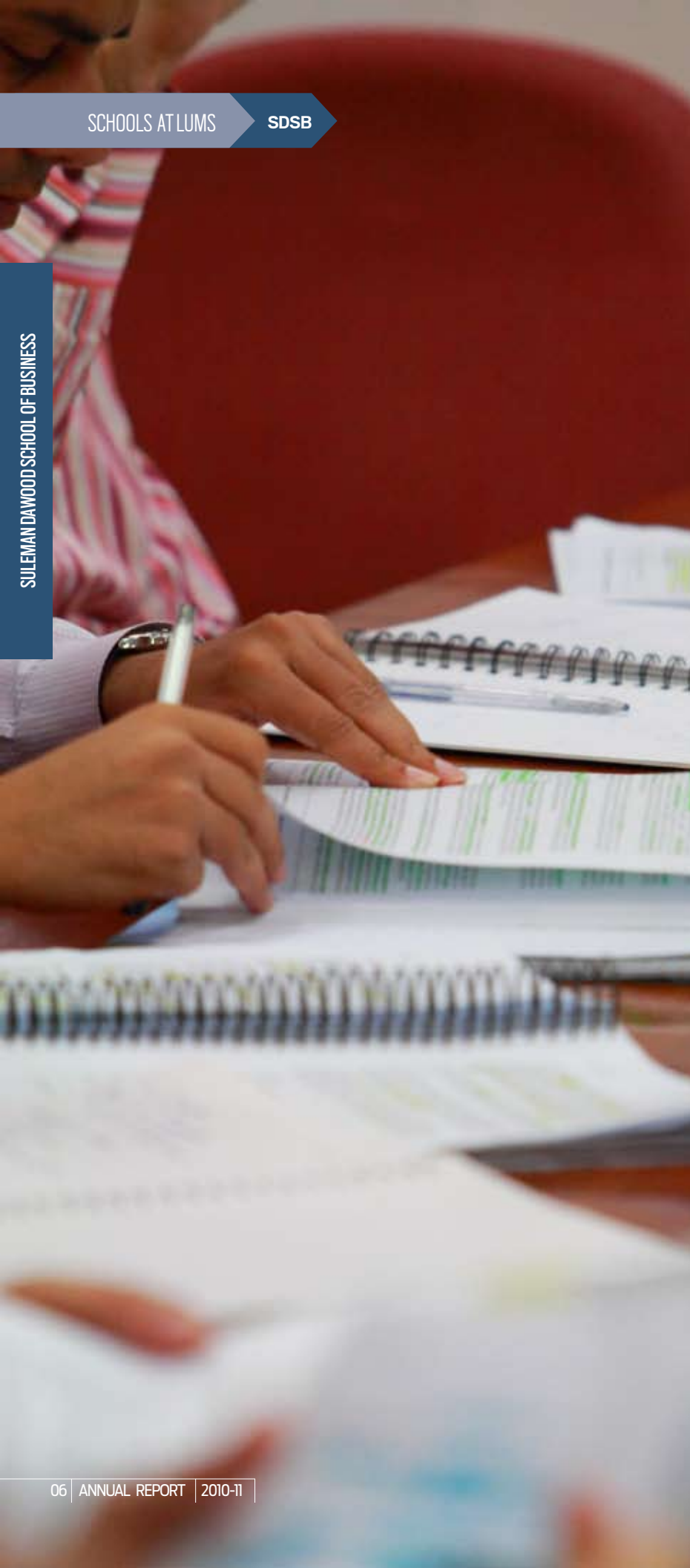
The SDSB Luminites Association hosted its annual dinner on March 27, 2011. This year, the Alumni Association recognised the achievements of alumni as well as

professors of LUMS. After a rigorous selection procedure, the Pride of LUMS Award was given to individuals for outstanding performance in the public and private sectors. Honours and awards were also given to the donors who had contributed generously towards the new SDSB building. In the year 2010-2011, the SDSB Luminites Association managed to raise funds of approximately PKR 60 million.

The SDSB Alumni and Fundraising Office held a tea to acknowledge its donors on June 7, 2011 at the University. These donors, which include alumni, classes and the corporate sector, have pledged and contributed towards the construction of

the new SDSB building. Allied Bank and Fatima Group have pledged to donate PKR 20 million each for an auditorium at the building and have to date donated PKR 10 million each. Soofian Zuberi of Bank of America Merrill Lynch has donated USD 17,000 for a discussion room in the new SDSB building. The MBA Class of '89 has also donated PKR 7 million for an auditorium. Eleven discussion rooms were pledged individually by alumni and three by the MBA classes of '90, '94 and '98.

One of the initiatives of the MBA Placement Office was the launch of the MPO website, a dedicated platform for MBA recruitment. The website automates almost all department functionality for



its clients as is the standard practice across most international Business School Placement Offices. It constitutes the Student and Recruiter Corners that offer a variety of exciting features to its specific users including job advertisements, resume search and access, download of complete MBA class profiles, request for on-campus support, apply for jobs, receive preferred company, function and industry job alerts, bookmark jobs and more. A Mentor Corner is also in progress that will connect the corporate world with students through an involving mentoring relationship. Several exciting mentoring options will be available to both kinds of users through which they can connect, share, learn and even benefit in terms of potential recruitment. MPO is also planning to launch an Alumni Corner; which will particularly facilitate alumni in their recruitment pursuits and needs and 'headhunt' for both alumni and recruiters to provide the most befitting match for all.

The MBA Placement Office launched another initiative this year, namely live case studies with alumni. The idea is to equip students with the necessary 'field knowledge' in order to understand the actual dynamics of the local job market and align and implement their theoretical learning in line with these market realities. The model involved groups of students working with an alumnus at his office for a few days to a week. During this time, each group was oriented with the different functions of the company and how they work and interrelate as critical components of the complete business model. In addition, several groups were given live assignments or cases that they worked on and submitted their findings at the end. This helped them understand the company from its real working perspective, especially their preferred function for their future careers. The project met appreciable success with 12 alumni working with about 40 students. All experiences were extremely rewarding and the students applauded their attached alumni for the pragmatic knowledge, expertise and skills that they acquired under their umbrella.



# MBA

## MBA 2010 PLACEMENT STATISTICS

<b>Total Number of Graduating Students</b>	<b>110</b>
<b>Total Number of Students Employed</b>	<b>109</b>
Local	105
Foreign	4
<b>Local Average Salary</b>	<b>PKR 76,000</b>
<b>Top 3 Sectors</b>	<b>Top 3 Functions</b>
FMCG 26%	Marketing 25%
Telecommunication 13%	Finance 21%
Technology 11%	Management Trainee 11%
<b>Position Level</b>	
Lateral Positions	80%
Entry Level	20%

Guest speaker sessions were organised throughout the year, which take place regularly for the benefit of MBA students. Speakers addressed students on various business-related topics and were from top companies, universities and other organisations from around the world. Featured in the guest speaker sessions were executives from Unilever, Acumen Fund, Nestle, Engro Corporation, Shell, Pepsi, Universiti Sains Malaysia, English Biscuits, Reckitt Benckiser, Servis, Mobilink and Sanofi-Aventis, among others. Mr. Abdul Razak Dawood, Chairman, Descon Engineering (Pvt.) Ltd. and Syed Babar Ali, Pro Chancellor, LUMS and Advisor Packages Limited, also spoke to students during these sessions.

During the year, 36 MBA students took part in student exchange programmes with various partner universities. Students from the Class of 2011, went on exchange programmes to universities including Indian School of Business, Hyderabad; Ieseg School of Management, Lille, France; Koc University, Turkey; Universiti Sains Malaysia, Malaysia; Copenhagen Business School, Denmark; Zagreb School of Economics and Management, Croatia; Seoul National University, Korea; Guanghua School of Management, Peking University, China; Bond University, Australia and Management Development Institute, Gurgaon, India. These student exchanges were for a semester, from September 2010 to January 2011.

Students from the MBA programme also stood out at the John Molson MBA International Case Competition in Canada. Syed Nabeel Ahmed, Babar Hassan, Sayyed Sharjeel Musa and

Muhammad Shahid Yazdani, from the MBA class of 2011, accompanied by Dr. Irfan Butt, Associate Professor, SDSB, participated in the 30th annual John Molson MBA International Case Competition held in Montreal, Canada from January 03-11, 2011. The team from LUMS achieved second position in its divisional round and went on a tie breaker for the semifinal where it lost by only 9 points. The John Molson MBA International Case Competition is a not-for-profit event organised by a team of MBA students from the John Molson School of Business. The competition is open to top business schools worldwide, and is recognised as the largest competition of its kind. Its main purpose is to bridge the gap between corporate and academic worlds, which ultimately enriches both students and executives alike. This year, 36 schools from 11 different countries participated in this event.

The HR Club, managed by the MBA students, organised the 3<sup>rd</sup> LUMS HR Confluence on April 23, 2011. This year, the focus was on strategic human resource management with the objective of achieving sustainable organisational growth. The event offered a platform for industry veterans, academics and students to engage in discourse on topics of mutual interest.

The LUMS Marketing Executive Club (LMEC) organised the LUMS International Marketing Colloquium at LUMS on February 26 - 27, 2011. The theme of this year's event was "Think Global, Act Local," and it focused on the need to keep the local landscape in context when replicating global business practices. The Colloquium featured top corporate executives and academics from around the country who talked and presented on marketing concepts, ideas and practices in various industry segments such as FMCGs, B2B, Media, Internet and Entrepreneurship. For the first time ever, there was participation from an international delegation as well, which consisted of professors and students from the Graduate School of Business, Universiti Sains Malaysia.

The fourth annual SYNERGIES '11 was held under the auspices of the Global Management Club, an executive student club of SDSB. This was a three day event which attracted over 200 MBA and BBA students from over 15 top universities of Pakistan. The focus of the event was "Collaborative Excellence." SYNERGIES brought together the brightest minds from Pakistan's business academia, providing them with an opportunity to test and improve their business skills and acumen as well as to develop a network with current and future leaders of the corporate world. Comprising of a communication workshop, a seminar on the energy needs of Pakistan, along with the main Business Case and Business Games competitions, SYNERGIES has become the pinnacle of management events held in the academia of our country.

# EXECUTIVE MBA

The Executive MBA programme at LUMS is designed for those executives who have had successful careers in their own functional areas leading to their organisations wanting them to be groomed for leadership positions. The programme has been structured to enable busy managers to acquire management education while fulfilling regular professional responsibilities. It is designed for mid-career managers and entrepreneurs who are keen to take on greater challenges and make an impact on the productivity of their organisations.

This year, some changes have been made to the structure of the Executive MBA programme in order to make it even more useful for the executives enrolled. Through surveys and focus groups with prospective employers and alumni, feedback was received on the current Executive MBA programme in order to receive suggestions to devise new initiatives. As a result, some structural changes were made to the programme.

Instead of 3 cases a day, now participants have 4 hour sessions

in a day. These sessions include group discussions, case analysis and experiential exercises conducted by the faculty. The Executive MBA programme has also been made more modular and thematic than it previously was. Now an executive participant will take up foundation courses during the first term, followed by more business foundation courses in the second and third term. These courses include Marketing, Finance and other business specialisations. During the final fourth term, more integrative courses are offered, such as Business Strategy.



## ADMISSIONS PROFILE (ADMITTED STUDENTS) CLASS OF 2010

Total Applicants	190	
Starting Class Size	40	
Gender	Number	Percentage
Male	38	95
Female	2	5
Average GMAT Score	501	
Average LMAT Score	38	
Average Experience (In Years)	13.15	
Regional Distribution	Number	Percentage
Islamabad/Rawalpindi	4	10
Karachi	6	15
Lahore	19	47.5
Other	10	25
UAE	1	2.5
Academic Distribution	Number	Percentage
Economics	1	2.5
Engineering	12	30
Medicine	1	2.5
Arts	6	15
Science	8	20
Commerce/Business	4	10
Computer Science	8	20

# BSC (HONOURS) ACCOUNTING & FINANCE

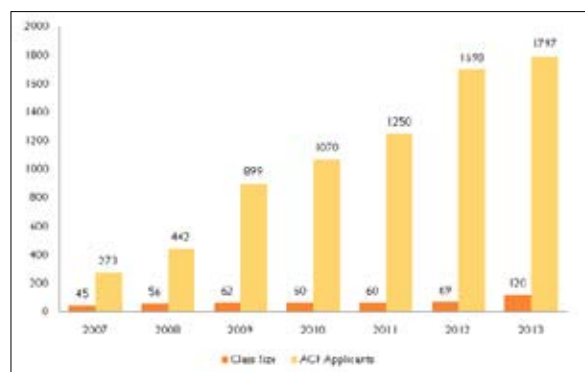
## ACF MAJOR: GROWING DEMAND

Applications received for the class of BSc 2014 for the academic year 2010-2011 were 2305 in number; which accounted for approximately 63% of the applicants pool. This is indicative of the growing demand

for SDSB's BSc (Honours) Accounting and Finance programme. There have been a number of achievements in the last year: The CFA pass rate has been 100%, while there are an increasing number of

students taking actuarial exams, signifying a major development in the field of Risk and Assurance. There have also been an increasing number of international placements.

Dean's Honour List	ACF Percentage	Salary	Amount
Class of 2011	55	Highest Salary (International)	PKR 220,000 (per month)
Class of 2010	29	Highest Salary (Local)	PKR 92,000 (per month)



Under a new scheme of ICAP, the SDSB ACF programme is expected to get exemption from module A-D. There has also been a CFA Institute Partnership. The programme has been awarded exemptions in ACCA from F1-F4. Further exemptions are in progress. Exemption from the Society of Actuaries exams is also under progress. While this has been awarded, it requires an update due to transfer to the semester system.

All ACF graduates have been successfully placed after graduation. Also, in this year's batch, the ACF student intake has doubled as compared to last year. A little more than a third of the students are females.

The ACF programme faces a few challenges. These include hiring and retaining high quality faculty; developing and customising high quality academic material and developing relations with local and international academia, as well as local and international accounting, finance and business entities.

A number of initiatives have been taken which include offering CFA- Level I scholarships for junior students and faculty development programmes. Curriculum review and development programmes are to be aligned with international curriculum. Negotiations are underway with ACCA for further exemptions from F5-F9 and professional stream as well. There is also extensive extracurricular focus by encouraging students to take part in business competitions, universities societies and social development programmes. Applied Business Writing and Communication courses are being offered to students to equip them with necessary communication and presentation skills. The department has also offered the course "Research Methodology" to give students hands on experience for gaining knowledge of various research techniques and methodologies. With a growing number of students interested in Actuarial Sciences, more Risk and Assurance courses have been factored into the curriculum.

# PHD MANAGEMENT

The PhD programme at the Suleman Dawood School of Business, which started in 2008, has, despite its infancy, achieved many milestones in the past year. Both in terms of quality and quantity of the research output, the PhD programme has produced to date 23 publications that have appeared in international refereed journals and proceedings of international conferences of high repute.

The rigorous PhD programme has an induction rate of about 2-3%. Our PhD students have won multiple prizes in refereed international research conferences and a few of them have also secured highly competitive research funding from international organisations to conduct research through placements in Canada and Germany. A number of students have published their research in respected international journals such as *Organization and Long Range Planning*, among others, and aspire to do more in the future.

Currently, PhD students are working on topics relating to the management of both local and global organisations. These topics belong to all areas of management including creativity and management, leadership and motivation in organisations, social entrepreneurship, supply chain strategy and organisational performance, supply chain location and inventory planning, water management and dynamics of disasters, and organisational transformation.



PHD STUDENT	PUBLICATION TYPE	TITLE	AUTHORS	CONFERENCE
Ashar Saleem	Conference Paper	Renting Power: How Private Interests Have Shaped an Organizational Field at the Expense of Public Organization	Ashar Saleem, Farzad Rafi Khan	Sixth Organization Studies Summer Workshop on "Bringing Public Organization and Organizing Back In," Lyon, France, May 25 -28, 2011
Mohammad Abdur Rahman	Journal Paper	Exploring the link between FDI, MNEs and Spillover Effects in Developing Countries		Journal Paper
Muhammad Shakeel Sadiq	Conference Paper	Impact of Strategic Supply Chain Management on Organizational Performance	Jajja, Muhammad Shakeel Sadiq and Brah, S. A.,	The 40th Annual Meeting of Western Decision Sciences Institute, Portland, USA, April 5-8, 2011
Muhammad Shakeel Sadiq	Conference Paper	Optimal Shelf Space Allocation Using System Dynamics Approach: A Case Study in the Shoe Retailing Industry	Jajja, Muhammad Shakeel Sadiq and K. A. Chatha.	Asian Business and Management Conference, Osaka, Japan, The International Academic Forum (IAFOR)
M. Azeem Ali Shah	Conference Paper	The Effect of Technological Change on Working Relationships in Large Organizations	Muhammad Azeem Ali Shah	3rd International Conference on Business & Management Education (ICBME), January 2011
M. Azeem Ali Shah	Conference Paper	The Effects of Modernity and Development on Water Management; Lessons Learnt from 2010 Floods in Pakistan	Muhammad Azeem Ali Shah	"Blue Revolution: Charting South Asia's Water Future," April 11, 2011
Muhammad Ayaz	Journal Paper	Empowerment or Enfeeblement? A Study of Changes in Work Practices in Pakistan's Garment Industry	Munir, K.A., Willmott, H. and Ayaz, M.	Nonstandard Employment Miniconference: Community and Institutional Perspectives, 23rd Annual Meeting of the SASE, Madrid, Spain, June 23-25, 2011
Muhammad Ayaz	Journal Case	Managing Innovation at Rajby	Ayaz, M and Hassan, S.Z.	AJMC International Case Conference, Lahore, May 24-26, 2011
Mohammad Kamran Mumtaz	Journal Paper	Integrated Location Routing Problem for a Developing Economy Dairy Supply Chain		Strategic Buying at National Foods - A Recipe for Success
Shoaib Ul Haq	Conference Paper	Social Innovation: Thinking about Agency		Conference on the Business of Social and Environmental Innovation, Cape Town, South Africa
Shoaib Ul Haq	Conference Paper	Breaking Down Institutional Constraints Through Collaboration in Base of the Pyramid Markets		Conference on C. K. Prahalad's Legacy: Business for Poverty Alleviation, University of San Diego, USA
Shoaib Ul Haq	Conference Paper	Social Entrepreneurship as a Distributed Agency Process		Oikos Young Scholars Entrepreneurship Academy, Switzerland
Shoaib Ul Haq	Conference Paper	Female Household Labour: Saving the Community from the Vagaries of Capitalism		Conference on Labour in the Global South



# SHSSL

SCHOOL OF HUMANITIES, SOCIAL SCIENCES  
AND LAW



# SCHOOL OF HUMANITIES, SOCIAL SCIENCES AND LAW

The Departments of Economics, Law and Policy and Humanities and Social Sciences at the School of Humanities, Social Sciences and Law (SHSSL) continued to carry out research and other academic and extracurricular activities. Faculty at the School carried out academic research, which was published in a number of highly ranked journals and other publications. Workshops, seminars, guest speaker series and conferences were held, among other activities.

The School of Humanities, Social Sciences and Law at LUMS has a strong reputation of academic excellence. Focusing on a multidisciplinary approach so that students study a mix of wide-ranging courses, the SHSSL imparts long-serving and high-quality liberal arts education, touching on philosophy, sociology, anthropology and literature, among others.

The Department of Economics faculty published articles in premier research journals and worked in public policy-related research on a variety of projects throughout the year; including projects

related to education, taxation, Pakistan-India trade analysis and more. The Department also launched the DPRC brown bag sessions and guest speaker series under which seminars were held on a range of topics. Other important activities during the year included the hiring of faculty both nationally and internationally.

The Department of Humanities and Social Sciences held their annual conference, which aimed to comprehend and analyse Pakistan's growing significance on the international stage of politics and within the realm of academic inquiry. The Department also hosted an international speaker series, as well as a lecture by Karen Armstrong. The Faiz Ahmed Faiz centennial celebration was yet another highlight of the year.

The Department of Law and Policy held workshops and seminars, including an IFC/World Bank workshop on alternative dispute resolution and a legal aid clinic workshop. A seminar on legal aid and legal empowerment of the poor was also

organised by the Department, where a team of the George Soros Foundation and the Open Society Institute (OSI) took part. Another highlight of the year was the launch of the LUMS Student Law Review. The second National Moot Court was also held, with the competition topic on the constitutionality of the 19th Amendment.

The School will continue working towards its goal of providing superior multidisciplinary education in the liberal arts, producing future generations of problem solvers for the country. The Departments at the School help develop analytical skills useful in business, government, corporate and non-government sectors, among other areas. Studies at the SHSSL have led to many students developing a deep interest in the social sciences and several have opted to pursue their PhDs in liberal arts. Some graduates have gone on to serve as faculty members at LUMS and credible universities in other parts of the world after completing their doctoral degrees.

## DEPARTMENT OF ECONOMICS

The primary objective of the Department of Economics this year was to vigorously recruit new faculty both locally and internationally. There has been marked success in this as we were able to hire six Teaching Fellows and two Assistant Professors. Over the course of the year, we had five visiting faculty join us, including Professors Ehsan Choudhri (Carleton University) and Ahmed Khalid (Bond University).

In terms of research output, the faculty published a total of nine articles in peer-reviewed journals and has seven articles forthcoming in journals. The faculty was also active in public policy-related research, working on a total of 14 funded projects over the year. These projects ranged from education sector

reform, industrial policy, informal institutions, taxation, firm productivity, and Pakistan-India trade to situation analysis of women and children in Pakistan. The Department in the summer semester also housed two visiting research fellows, Zara Siddique (IZA) and Anita Chaudhry (California State University).

In an effort to improve teaching methods and enhance student learning, the Department of Economics worked on the Learning Outcomes initiative and prepared a preliminary document listing the learning outcomes expected from the various courses and clusters within the three majors at the undergraduate level. The department curricular committees are also in the

process of rationalising and sequencing courses, which is an ongoing exercise to maintain the quality and standard of the undergraduate curriculum. To ensure quality in testing standards, these curricular committees have also initiated a mid-term and final examination peer review exercise.

To disseminate academic and public policy research effectively, this year also saw the successful launching of the Department of Economics and DPRC brown bag sessions and guest speaker series. There have been a total of seven seminars this academic year alone. The Department also published its tenth issue of the quarterly Social Science and Policy Bulletin (SSPB) this summer.

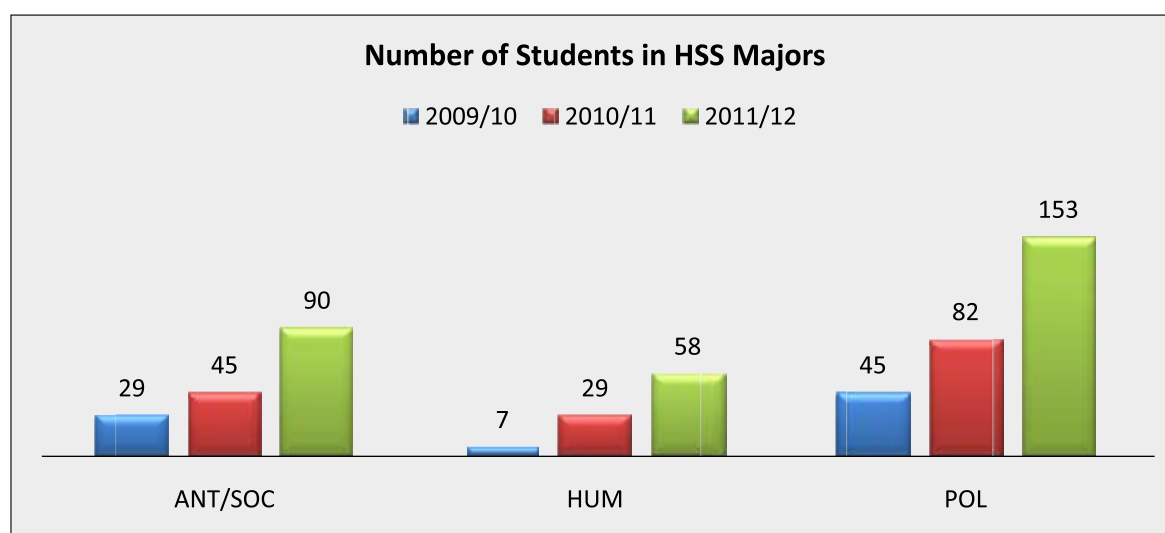


# DEPARTMENT OF HUMANITIES & SOCIAL SCIENCES



## CURRICULAR MATTERS

The three majors of the Department of Humanities & Social Sciences, namely Anthropology/Sociology, Political Science and Humanities, have made considerable progress this year. A fourth major, History, is also in place from this academic year. Courses are being offered in sufficient numbers (a total of 160 courses were offered this year) and students are finding that the greater structure is giving them a much sounder foundation in their chosen majors. Next year, the department hopes to have the first batch of students graduating in the new majors.



## EXTERNAL ADVISORY COMMITTEE MEETING

The first meetings of the External Advisory Committee (EAC) for HSS were held between December 21- 23, 2010. The meetings covered key areas including curriculum review and development, hiring and retention of faculty, teaching standards, mentoring of junior faculty, student advising and the importance of Humanities and Social Sciences (HSS) as disciplines. The committee identified the following areas that need focus in the future:

- Marketing the humanities and social sciences to prospective and current students
  - On-going curricular review so as to address issues of quality
  - Re-examining the admissions procedure for HSS students
  - Mentoring of junior faculty
  - High-level support for the department from the Management Committee and senior administration
- The Department has begun immediate follow up and implementation of the recommendations of the EAC.

## INTERNATIONAL LINKAGES

The Sixth Annual Social Sciences Conference, titled “Global Transformations and Local Mobility: Rebuilding Pakistan after Crises,” was held at LUMS from March 25-27, 2011. Building on last year’s speaker series initiative, the Department also invited the following speakers to address

students and faculty:

- Professor Bruce Lawrence, Professor of Religion, Duke University – February 28, 2011 -March 1, 2011.
- Professor Francis Robinson, Professor of the History of South Asia, Oxford Centre for Islamic Studies – April 2011.

## REINVIGORATING STUDENT WRITING SKILLS

The realisation of deteriorating quality of writing skills of LUMS students has led to an important initiative concerning strengthening writing skills at LUMS. The Department is proposing an ambitious expansion from the current single course (SS 100 Writing and Communication) to two courses:

- The first course, Writing and Communication, has been considerably reviewed and the revised course has been offered this year.
- A second ‘remedial’ course has also been proposed for those not meeting a particular standard.

## STUDENT ADVISING

This year, all students in the department from the batches of 2013 and 2014 were assigned advisors according to their majors. These advisors lend support in terms of advice and

mentorship regarding various issues ranging from academic support, to counseling for summer placements and future career choices.

## LEARNING OUTCOMES AND ASSESSMENT

The Learning Outcomes Assessment exercise has been going on since March 2010, whereby the departmental faculty meets regularly to set goals for each discipline, and also to

exchange notes on progress and teaching methods. This exercise is aimed at attaining accountability and encourages uniformity across courses.

## DEPARTMENT OF LAW & POLICY

The Department of Law and Policy hosted its Second National Moot Court on April 16, 2011. This competition was sponsored by Irfan and Irfan. The topic of the competition was the constitutionality of the 19th Amendment. Amongst the attendees were distinguished lawyers and participants from all over Pakistan. The competition was judged by notable retired judges.

The Department also hosted a seminar on the theme of 'Legal Aid & Legal Empowerment of the Poor.' This is an area of interest and concern not just for lawyers but also for all concerned citizens. A very high-ranking team of the George Soros Foundation and the Open Society Institute, which works internationally for the promotion of democracy and rule of law, visited LUMS to share its experience of work in this area all over the world.

The Department also collaborated with the Open Institute Society to host and organise a Legal Aid Clinic workshop with the aim of introducing more of such clinics in Pakistan. Participant representation was from all the four provinces of Pakistan.

As part of the DPRC brown bag series, the Department arranged for Dr. Alexis Vahlas to give a lecture on "European Functionalism: The European Union and Institutions Since 1951 and Distribution of Powers Between the European Union and Its Member States" to the law students.

While the department was involved in organising various seminars and workshops, the students took up the responsibility to launch the *LUMS Student Law Review*. To commemorate this event, a panel discussion took place on the topic, "Legal Research in Pakistan: Contemporary Trends and Future Directions." The speakers of the panel were Dr. Ali Qazilbash, Professor Maryam Khan and Professor Osama Siddique.

The Department also received a scholarship from Irfan and Irfan which would provide for the tuition and living expenses for two National Outreach Programme (NOP) students. Their contribution is much appreciated.

SCHOOL OF SCIENCE & ENGINEERING

**SSE**

SCHOOL OF SCIENCE AND ENGINEERING

# SCHOOL OF SCIENCE AND ENGINEERING

The LUMS School of Science and Engineering (SSE) is the first private research school for science and engineering in Pakistan with a vision to carry out world-class, multidisciplinary education and research. Modeled on some of the leading universities of the world, it aims to be a paradigm shift for science and engineering education in the country.

The departments at the school, consisting of the Departments of Biology, Chemistry, Computer Science, Electrical Engineering, Mathematics and Physics, continued their research activities in a wide range of related fields. Faculty at the School published research in top-tier journals and other publications. They also presented their work at conferences around the world. Students at the SSE also created ripples at competitions such as the Microsoft Imagine Cup and the IEEE Extreme Programming Competition, as well as through internship opportunities at premier organisations and admission acceptances in top PhD programmes. Workshops, seminars and talks were conducted by national and international speakers, organised by the Departments on a variety of topics. Grants and awards were given to SSE faculty members to carry out research in a range of areas.

The Department of Biology concentrated on faculty recruitment efforts during the

year, while faculty and students continued to carry out research in various fields. The first epigenetic research lab of Pakistan was also established.

The faculty at the Department of Chemistry published research papers in prestigious journals. They were also provided research grants by various national and international funding agencies. Collaborative projects were also discussed with the chemicals, materials and fertilizers industry.

The Department of Computer Science faculty continued to be on a momentous track towards research, channeling internal and external funding towards development projects in Pakistan. Students at the Department won the Ericsson-PTA Mobile Excellence Award, while another was elected for the Google Summer of Code, among other achievements. Weekly colloquiums were also held throughout the year.

Several interesting research projects were initiated and external grants were obtained by the faculty at the Department of Electrical Engineering. Recent publications by the faculty also appeared in internationally acclaimed journals. A series of workshops were also held with the goal to improve the teaching quality of core electrical engineering courses.

Faculty at the Department of Mathematics carried out research in various areas, including topology, discrete mathematics, differential equations, mathematical biology and medical applications for dengue, tuberculosis and hepatitis C. Three doctorates were also awarded this year.

A wide spectrum of research was carried out at the Department of Physics in areas such as geometry of spacetime, particle physics and field theories and applications of lasers and optics. Exciting collaborations are also underway with the Large Hadron Collider experiment in CERN, Switzerland and with the Abdus Salam International Centre for Theoretical Physics in Trieste, Italy.

The interdisciplinary, 'no-boundaries' focus of the curriculum at the School provides students with high-quality education and the ability to think analytically and creatively. SSE graduates are expected to be passionate scientists and educators who are committed to discovering innovative solutions to challenging problems.



## DEPARTMENT OF BIOLOGY

During the last year, the Department of Biology successfully established Molecular Cell Biology (MCB) and Computational Biology (CB) as two of its main focal areas of teaching and research. It is envisioned that intensive training of students in both of these important and rapidly evolving areas will produce highly competent and much sought after systems biologists who are intellectually and technically well trained to take up challenges of 21st century biology. Further strengthening within these two areas requires hiring of several experienced and accomplished faculty. Thus far, recruitment efforts have identified Dr. Sohail A. Qureshi, who joined LUMS in January 2011 as Professor and was appointed as Dean of SSE in November 2011. In addition, Dr. Kamran Haider, who obtained a PhD in Computational Biology from York University, also joined the department as Lecturer. He has contributed significantly to Computational Biology stream both as teacher and researcher. Dr. Zakir Ullah, a Senior Research Scientist currently working at the National Institutes of Health (USA) in the area of stem cells, was also identified by the Search Committee. He visited LUMS to explore the possibility of joining the Department of Biology as a faculty member. After more than a year long engagement with Dr. Zakir Ullah, the Department is delighted to announce that he will be joining as Associate Professor in March 2012. Moreover, Dr. Tariq Butt, who was hired as a postdoctoral fellow but later was promoted to Lecturer, was awarded PKR 5.2 million from the Higher Education Commission (HEC) for a research project that aims to characterise the role of myosin VI mutations in



deafness. At present, the Department of Biology is engaged with some high-quality faculty candidates and making every effort to recruit them.

The establishment of a research infrastructure also witnessed real progress in the formation of different research groups who initiated research projects in both the MCB and CB streams. During 2010-11, the establishment of the first epigenetic research lab of Pakistan was completed under the supervision of Dr. Muhammad Tariq, who has introduced the fruit fly *Drosophila melanogaster* as a model system in Pakistan. Besides studying the role of epigenetics during development, this group aims to develop human disease models in the fly and also decipher the epigenetic aspects of widely occurring diseases like cancer and hepatitis-C. Dr. Muhammad Tariq won a HEC research grant (PKR 5.13 million) and LUMS FIF award (PKR 0.75 million) for projects involving epigenetics and development. The group led by Dr. Sohail A. Qureshi initiated their research work on gene regulation in extremophilic archaea and hepatitis-C. Dr. Kamran Haider in collaboration with Dr. M. Tariq, Dr. Sohail A. Qureshi and Dr. Shahid Khan initiated multiple computational biology projects. Dr. Shahid Khan has played a pivotal role in mentoring junior faculty in the Department, helping students find summer placements and kept the

research wheel of the Department turning by publishing some papers in the field of Computational Biology in peer review journals and establishing research linkages abroad.

Despite severe faculty constraints, the Department of Biology offered more than 13 courses to undergraduate students, some of which were attended by students from the Social Sciences as well. Importantly, courses like Freshman Biology (BIO-101), Molecular Biology (BIO-216), Genetics (BIO-221) and Computational Biology (BIO-321) have begun to gain popularity among a host of different disciplines across campus. Senior students in biology have initiated their final-year projects which were designed dedicatedly by the biology faculty and intended to provide hands-on training to students in cutting-edge areas of MCB and CB. During the last year, 8 of 14 students from the 2012 batch majoring in Biology were placed on the Dean's Honour list, which made the department extremely proud. In addition, Nayab Abidi, Anum Khan and Zainab Rahil were awarded summer internships at the prestigious Mechanobiology Institute at National University of Singapore (NUS), which has led to some exciting senior projects. This work will be led by NUS faculty but experiments will be carried out at the Department of Biology at LUMS. Saman Hussain and Anum Ijaz, of the BS

2012 batch, went to Dr. Justin Mollaoy's lab at the National Institute for Medical Research, UK and Dr. Daniela Stock's lab at Victor Chang Cardiac Research Institute in Australia, respectively. All students were placed for internships through collaborative research links established by Dr. Shahid Khan. The Department also welcomed the second batch of Biology majors in 2010 when 13 new students chose biology as their major subject.

Recently, an official webpage of the Department of Biology went online, which summarises all the current research and teaching activities. As an outreach effort, departmental faculty also went to different schools in Lahore and Islamabad together with the LUMS Marketing team to introduce the Biology programme at LUMS. In the beginning of 2011, Dr. Muhammad Tariq was appointed as the Head of Department and has been working diligently to ensure smooth running of the undergraduate programme, along with other departmental activities. In the future, the Department of Biology aims to initiate a graduate programme, recruit high-quality faculty and mentor biology majors so that they are admitted to top-tier graduate schools throughout the world. Last but by no means least, one of the priority areas of the department is to establish rigorous research programmes through extramural funds.



## DEPARTMENT OF CHEMISTRY

During July 2010 to June 2011, three faculty members were hired on the tenure-track system, bringing the total faculty strength to six. Seventeen courses were taught during this year, which include the core chemistry course for freshmen, sophomore and junior level courses for all majors and related labs. Most of these courses were greatly appreciated by the students. Research laboratories remain inadequate, but the faculty was able to publish over 12 research articles in high-quality peer-reviewed international journals (A/A\*) through national and international collaborations. Dr. Irshad Hussain was recently given the Research Productivity Award by the Pakistan Council for Science & Technology, Government of Pakistan. More than nine research proposals, worth about PKR 50 million, were submitted to various national and international funding agencies. Four of these proposals have already been approved, worth approximately PKR 18 million, two were regretted and the rest are under review. The funding agencies in this regard include the Higher Education Commission (HEC), Government of Pakistan and the

German Academic Exchange Service (Deutsche Akademischer Austausch Dienst, DAAD). It is also worth noting that one of the approved research grants from DAAD was based on the pioneering work of one of the Department of Chemistry's undergraduate students.

Moreover, efforts at developing contacts with the country's chemicals, materials and fertilizers industry with a view to developing collaborative research, and finding internships and job opportunities for our graduates, are continuing. A few collaborative projects have now been identified with Descon Chemicals Ltd. and Packages Ltd, and the agreements are being discussed and drafted. Teaching and research infrastructure in the Department of Chemistry is constantly improving and undergraduate students have already initiated their senior year research projects.

An international symposium and workshop was co-organised on Nanomedicine at the Hussain Ebrahim Jamal (HEJ) Research Institute of Chemistry, University of Karachi in collaboration with HEJ and University

of Illinois, Urbana Champaign (UIUC), during December 20-23, 2010, which was sponsored by HEC and USAID. In this workshop, junior year students led the groups to demonstrate various techniques to produce metal nanoparticles/nanoclusters which were initially developed at LUMS. A proposal to initiate a graduate programme in Chemistry has also been submitted to the GSSR office, which is now being deliberated and consolidated at the school level in order to initiate graduate programmes in Biology, Chemistry, Electrical Engineering and Physics in Fall 2012.

The research of the chemistry faculty was also acknowledged at various forums resulting in invitations from prestigious universities and institutions including University of Massachusetts at Amherst, USA, Max Planck Institute for Polymer Research, Mainz, Germany, University of Edinburg, UK, and EPFL, Switzerland. These faculty visits were sponsored by the host institutions and were very useful in strengthening various research programmes at the Department of Chemistry.





## DEPARTMENT OF COMPUTER SCIENCE

The past year was an eventful one as Computer Science students continued to make their alma mater proud. Dr. Ihsan Ayyub Qazi, who did his undergraduate in Computer Science and Mathematics at LUMS, has joined the CS Department as Assistant Professor after completing his doctoral degree from the University of Pittsburgh, USA. Alongside, the Department was honoured to confer Arif Mahmood with a doctoral degree from LUMS. Dr. Arif Mahmood has now joined the University of Western Australia as a faculty member. The Department of Computer Science is proud, yet humbled at the same time to be serving society and the world at large.

The Department's faculty continues to be on a momentous track towards research, channeling internal and external funding towards development projects in Pakistan. New grants for 2010-2011 have been with DAAD on 'Mapping Rural Pakistan' and 'Field Robotics for Agriculture.' The International Growth Centre has funded two projects: 'Pakistan Flood Maps' and 'Integrating Urban Datasets.' The National ICT R&D Fund has endowed

two grants for 'MapReduce++' and 'Self Managing Energy Systems in Buildings.' The Google Research Award, in collaboration with UC Berkley, for low-cost rural telephony was awarded to Dr. Umar Saif. For his work in this project, Dr. Umar Saif also received notable mention in MIT's Tech Review for being a young innovator for improving connectivity in poor nations. Dr. Nabil Mustafa received the Young Researcher Award by Computational Geometry Theory and Applications Journal. Graduate students benefit from research opportunities from within these projects and through international collaborations with the faculty.

However, focus on graduate students to foster a culture of research continues to be a challenge for the Department. With increasing relevance of research to society, the Department is taking steps to inspire graduate students to take initiative in research and entrepreneurial ventures.

Our undergraduates are creating ripples, too. Bilal Zafar and Ahmad Bashir won the Ericsson-PTA Mobile

Excellence Award, for their app, 'Poor Man's Reader.' Haris Baig was selected for the Google Summer of Code. Maisem Ali interned at Microsoft and has been offered a job there, one year before graduation. Asadullah Naweed and Salik Nadeem ranked 30th in the world, while competing in the IEEE Extreme Programming competition.

The undergraduate curriculum has been under extensive review and has been brought in line with the ACM recommendations. Electives are being introduced early in the Junior level and cross-listing of computational electives in other departments has allowed students to explore other faculties. The Department hopes to strengthen the graduate programme in the same way in the coming year too. A weekly colloquium at the Smart Lab is a regular and much anticipated feature in the Department activities each week. Speakers from industry or academia are invited to give informal talks in their respective areas of pursuit.



## DEPARTMENT OF ELECTRICAL ENGINEERING

The Department of Electrical Engineering has been maintaining high academic standards while also emulating global benchmarks of academic excellence in teaching and research. Several interesting research projects were initiated and external grants were obtained. Dr. Abubakr received funding from IEEE Control Systems Society (CSS) for organising an international workshop on “Cyber Physical Systems for Developing Nations” (CPSD) held at LUMS in Fall 2011. National Instruments Inc. provided equipment and software worth over USD 100,000 to pursue research and development in landmine-detecting, autonomous robots. The Department faculty received funding from several other sources to carry out research in the areas of image and video processing, design of smart grids for energy distribution, and monitoring of the blind dolphins in the Indus river basin using underwater sonar technology.

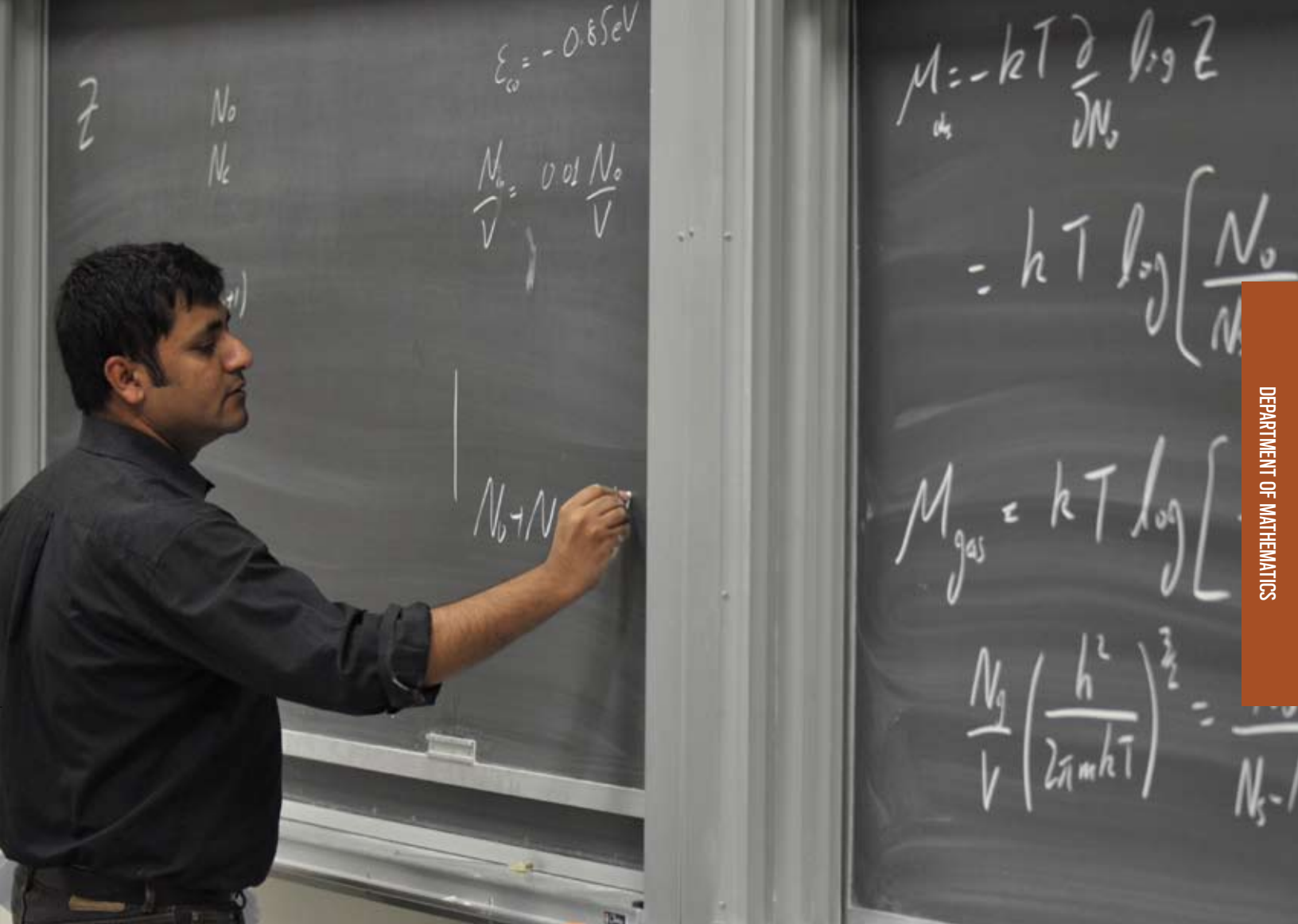
Research-active faculty of the department regularly produce publications in top journals, conferences and book chapters. Recent publications by the faculty have appeared in internationally acclaimed journals such as *IEEE Transactions*, *IET Proceedings* and *Journal of Applied Physics*. Important conferences where the

Department of Electrical Engineering faculty presented their research work include Field Programmable Logic Conference, Italy, International Federation of Automatic Control, Italy, International Conference on Microelectronics, Egypt and International Conference on Robotics and Automation, China. Similarly, contributions have been made as book-chapters in “Intelligent Video Event Analysis and Understanding (Studies in Computational Intelligence)” published by Springer; and “Time Reversal Technique for Ultra Wide-band and MIMO Communication Systems,” published in the book “Advanced Trends in Wireless Communications.”

A series of workshops were organised at the Department with an aim to improve the quality of teaching of core electrical engineering courses. Professor Asad Abidi, former Dean and currently professor at University of California, Los Angeles, USA, was the instructor of these workshops. The first workshop covered teaching of circuit theory and the second workshop covered the topics in analog microelectronics. The Department plans to continue to hold such events to emphasise its commitment to high-quality teaching in Pakistan.

Students at the Department of Electrical Engineering have the opportunity to interact closely with faculty and learn to conduct research. Guidance from faculty and peers is provided to students on opportunities to extend academic experience in emerging global technologies and through international student exchange programmes. One student was selected to spend a semester at Michigan State University, USA; two others were selected as visiting students to study at Politecnico de Torino, Italy. A team of senior students managed to reach the final round of the Microsoft Imagine Cup, USA in the embedded development category. This is the first time that any team of Electrical Engineering students from Pakistan has reached this stature.

The flourishing growth of the Department of Electrical Engineering has become possible as a result of the coexistence of research and teaching made to dovetail with each other and its faculty’s commitment to making this department second-to-none in Pakistan and the region. The Department’s focus on core academic values, high-quality teaching and world-class research will continue in the future.



# DEPARTMENT OF MATHEMATICS



The Department of Mathematics aims to be a model of excellence in undergraduate and graduate education in mathematics in Pakistan. It seeks to provide every undergraduate student at LUMS with mathematical experiences and ideas that will serve as a foundation for their careers and further study in mathematics, engineering and science.

Faculty at the department have research interests in the areas of computational physics, analysis, topology, discrete mathematics, differential equations,

statistics, mathematical biology and medical applications for dengue, tuberculosis and hepatitis C.

Two faculty members, Dr. Ismat Beg and Dr. Mujahid Abbas, received the award of research productivity allowance for the year 2010-2011 by the Pakistan Council for Science & Technology (PCST). The Department of Mathematics faculty published 51 articles, 8 books and a book chapter.

The Department has produced 157 BSc programme graduates in the Mathematics major and double majors until now. In 2010-11, 124 total credit hours of courses and 2735 students were taught.

The Department of Mathematics has put up several of its courses online. The Calculus courses include course notes, lecture slides, videos and online homework.

Three doctorates were also awarded this year.



# DEPARTMENT OF PHYSICS

The Department of Physics aims at contributing to the human endeavor of inquiry, excitement and scholarship leading to promising applications in the service of humanity and guided by a genuine interest in national needs.

There is a wide spectrum of research being carried out at the department, reflecting the diversity, promise and strengths of the programme. The departmental faculty probes the large scale structure of the universe using string theory, topology, geometry of spacetime, particle physics and field theories. There is also growing interest in exploring exciting physical phenomena in condensed matter systems such as topological strings, anyons and fractional Quantum Hall states. Exciting collaborations are also underway with the Large Hadron Collider experiment in CERN, Switzerland, whereby colossal amounts of data are sifted through in search of newly emerging patterns that can shed light on the spin of protons.

The Department focuses on first-principles calculations for predicting the properties and structure of new functional and engineered materials, especially disordered materials, glasses, and ice. Furthermore, experiments underway in the moderately equipped laboratories use basic knowledge in the interaction between matter and light to explore

quantum processes at the nanoscale, such as thermoelectric and spintronic effects. Work is also underway on polarised, miniaturized and mobilised magnetic resonance with the promise to revolutionise the outreach of MRI, extending it to on-field inspections and testing, ambulatory medical care in disaster-struck areas, as well as routine analysis in the chemistry lab fume hood.

There is also focus on using lasers and optics for a large variety of applications, such as the development of extreme temperature optical sensors for use in gas turbines at elevated temperatures, or the laser-guided mapping of 3D terrains for robots and fibre optic communication and confocal microscopy with applications in biology and biophysics. Decomposition of white light into its spectral components was first studied by Newton. Three centuries since this revolutionary discovery, ultrashort laser pulses and nonlinear optics have made it possible to produce artificial white light with controlled time duration. The laser engineering group literally focuses on intense ultrashort laser pulses propagating in transparent media and giving rise to the phenomena of nonlinear optics, ultrabroadening or superbroadening of the original spectrum, spanning from the visible to the infrared.

In the Physics laboratories, students are exposed to the design and appreciation of the essential tools, instrumentation and techniques that aid in the route to scientific discovery. The department's laboratories in solid state physics, optics, radiation physics, measurement and instrumentation, house mostly homegrown facilities in diverse areas. All of this research activity is supported by an active mechanical workshop with trained manpower and is funded through institutional and extra-mural funding.

There are active collaborations that the Department faculty and students enjoy with top-notch researchers throughout the world, especially through a recently established Federation Agreement with the Abdus Salam International Centre for Theoretical Physics in Trieste, Italy. Physics students are actively engaged in summer research programmes both at LUMS and at other institutes in Pakistan and abroad; they immensely contribute to various outreach activities. The Department of Physics teaching laboratories have been successfully replicated at other universities in Pakistan, all within the cost-conscious milieu of the developing world.



NEW  
**FACULTY**  
APPOINTMENTS

# NEW FACULTY APPOINTMENTS

## SULEMAN DAWOOD SCHOOL OF BUSINESS

Name	Designation	School
Zafar Iqbal Qureshi	Visiting Professor	SDSB
Choudhry Tanveer Shehzad	Assistant Professor	SDSB
Qinza Najam	Visiting Faculty	SDSB
Muhammad Naiman Jalil	Assistant Professor	SDSB
Anjum Fayyaz	Assistant Professor (Teaching Track)	SDSB
Abdul Karim Khan	Assistant Professor (Tenure Track)	SDSB
Adnan Zahid	Assistant Professor (Tenure Track)	SDSB
Muhammad Ghufuran Ahmad	Visiting Faculty	SDSB

## SCHOOL OF HUMANITIES, SOCIAL SCIENCES AND LAW

Name	Designation	Department
Kiran Javed	Research Fellow	DPRC
Irfan Ahmad Qureshi	Teaching Fellow	Economics
Tareena Musaddiq	Teaching Fellow	Economics
Syed Ali Hasnain	Assistant Professor	Economics
Farah Shahid Hassan	Teaching Fellow	Economics
Kiran Naseer	Teaching Fellow	Economics
Syeda Shahbano Ijaz	Teaching Fellow	Economics
Ahmed Khalid	Visiting Faculty	Economics
Ehsan Ullah Choudhri	Visiting Faculty	Economics
Zahra Siddiqui	Visiting Research Fellow	Economics
Uzma Hussain	Teaching Fellow	Humanities and Social Sciences
Emma Varley	Assistant Professor (Tenure Track)	Humanities and Social Sciences
Nabiha Meher Shaikh	Visiting Faculty	Humanities and Social Sciences
Humeira Iqtidar	Visiting Faculty	Humanities and Social Sciences
Taymiya R.Zaman	Visiting Faculty	Humanities and Social Sciences
Lamia Irfan	Visiting Faculty	Humanities and Social Sciences
Aurangzeb Haneef	Teaching Fellow	Humanities and Social Sciences
Syed Javed Nazir	Visiting Faculty	Humanities and Social Sciences
Mahvish Ahmad	Visiting Faculty	Humanities and Social Sciences
Bilal Tanweer	Visiting Faculty	Humanities and Social Sciences
Syed Azmat Hassan	Visiting Faculty	Humanities and Social Sciences
Nida Kirmani	Teaching Fellow	Humanities and Social Sciences
Hassan Karrar	Assistant Professor (Tenure Track)	Humanities and Social Sciences
Maryam Khan	Assistant Professor	Law and Policy
Zartasha Mumtaz	Teaching Fellow	Law and Policy



## SCHOOL OF SCIENCE AND ENGINEERING

Name	Designation	Department
Kamran Haider	Research Fellow	Biology
Iram Liaqat	Post Doctoral Fellow	Biology
Shazia Rafiq	Research Fellow	Biology
Aaliya Rehman Khan	Post Doctoral Fellow	Biology
Sohail Asif Qureshi	Professor (Tenure Track)	Biology
Basit Yameen	Assistant Professor	Chemistry
Habib ur Rehman	Assistant Professor	Chemistry
Khalid Rasheed	Visiting Faculty	Chemistry
Basit Shafiq	Assistant Professor (Tenure Track)	Computer Science
Murtaza Taj	Post Doctoral Research Fellow	Computer Science
Faisal Aslam	Post Doctoral Research Fellow	Computer Science
Nauman Ahmad Zafar	Visiting faculty	Electrical Engineering
Shahrukh Athar	Teaching Fellow	Electrical Engineering
Momin Ayub Uppal	Assistant Professor	Electrical Engineering
Hassan Abbas Khan	Research Fellow	Electrical Engineering
Zeeshan Sharif	Teaching Fellow	Electrical Engineering
Mudassar Imran	Assistant Professor	Mathematics
Asif Jamshed	Post Doctoral Fellow	Mathematics
Shabana Nisar	Visiting Assistant Professor	Physics
Abdul Hameed Nayyar	Visiting Faculty	Physics
Pervez Amirali Hoodbhoy	Visiting Faculty	Physics





# MEDALS

# MEDALS SEPTEMBER 2010

## EXECUTIVE MBA

Student Name	Medal/Award
Hamid Ateeq Sarwar	Dean's Honour List & NMF Gold Medal - Overall First Position
Muhammad Taufiq Cheema	Dean's Honour List & NMF Silver Medal - Overall Second Position
Abid Akber Vazir	Dean's Honour List
Khawaja Khurram Naeem	Dean's Honour List

## MBA

Student Name	Medal/Award
Asad Hussain Malik	Dean's Honour List & NMF Gold Medal - Overall First Position
Agha Emad Asif Khan	Dean's Honour List & NMF Silver Medal - Overall Second Position
Waleed Fazal Elahi	Dean's Honour List
Muhammad Yasir Hameed	Dean's Honour List
Muhammad Farooq Salim	Dean's Honour List
Muhammad Adam Mohyuddin	Dean's Honour List
Beenish Anwar	Dean's Honour List
Syed Sajjad Raza	Dean's Honour List
Ghulam Farhan	Dean's Honour List
Hina Parvez Butt	Dean's Honour List
Masam Abbas	Dean's Honour List

## SPONSORED MEDAL RECIPIENTS

Student Name	Medal/Award
Nadeem Shahzad	Askari Bank Medal for the "Commercial Banking" course
Umer Khalid	Nestle' Medal for the "Marketing Management" course

Ahmad Aslam	Standard Chartered Bank Medal for the "Financial Management" course
Asad Hussain Malik	Aftab Associates Medal for the "Consumer Behaviour and Market Research" course
Muhammad Fahad Tanveer	Kamera Kraft Medal for the "Managerial Communication" course
Hassan Mubarak	Al-Khair Group Medal for the "Business Development and Strategy" course
Agha Enmad Asif Khan	HUM TV Medal for the "Advertising and Promotions Management" course
Ghulam Farhan	Citibank Medal for the "Financial Derivatives" course
Ghulam Farhan	Crescent Group Medal for the "Operations Management" course

## MS COMPUTER SCIENCE

Student Name	Medal/Award
Omar Salman	Dean's Honour List & NMF Gold Medal - Overall First Position
Amina Khalid	Dean's Honour List & Silver Medal - Second Position
Muhammad Dawood Liaqat	Dean's Honour List
Midhat Ali	Dean's Honour List

## MS COMPUTER ENGINEERING

Student Name	Medal/Award
Shahida Jabeen	Dean's Honour List & NMF Gold Medal - Overall First Position



## MSc ECONOMICS

Student Name	Medal/Award
Hassan Mazhar Goreja	Dean's Honour List & NMF Gold Medal - Overall First Position
Usman Elahi	Dean's Honour List
Kiran Javaid	Dean's Honour List

## BSc (HONOURS)

Student Name	Medal/Award
Sahar Amjad	NMF Gold Medal - Overall First Position; NMF Gold Medal - First Position Economics & Dean's Honour List
Syed Ali Abid Hussain	NMF Silver Medal - Overall Second Position; NMF Gold Medal - First Position Accounting & Finance & Dean's Honour List
Marium Afzal	NMF Gold Medal - First Position Computer Science & Dean's Honour List
Nabiha Asghar	NMF Gold Medal - First Position Mathematics & Dean's Honour List
Baqar Hassan Syed	NMF Gold Medal - First Position Social Sciences & Dean's Honour List
Bisma Haseeb Khan	Dean's Honour List
Neelum Maqsood	Dean's Honour List
Moeen Mahmood	Dean's Honour List
Atiyab Sultan	Dean's Honour List
Salima Shah Nawaz Patel	Dean's Honour List
Syed Rameez Mustafa	Dean's Honour List
Hira Sarfraz	Dean's Honour List
Sana Ali	Dean's Honour List
Sundus Shahlina Gul	Dean's Honour List
Saadia Qayyum	Dean's Honour List
Syeda Sarah Abidi	Dean's Honour List
Umbreen Fatima	Dean's Honour List
Sardar Karim	Dean's Honour List

Anam Manzoor	Dean's Honour List
Hirra Akhtar	Dean's Honour List
Anum Yousaf Sheikh	Dean's Honour List
Talal Amjad	Dean's Honour List
Mohammad Hasan Mansoor	Dean's Honour List
Ahmer Arif	Dean's Honour List
Sabeen Iftikhar	Dean's Honour List
Hajra Itikhar	Dean's Honour List
Maheen Javaid	Dean's Honour List
Schanzah Khalid	Dean's Honour List
Sadaf Hasnain	Dean's Honour List
Hassan Murad	Dean's Honour List
Muhammad Adnan Rafiq	Dean's Honour List
Imran Sarwar	Dean's Honour List
Aqida Kaleem	Dean's Honour List
Reeha Shafi	Dean's Honour List
Zain-Ul-Abideen Qazi	Dean's Honour List
Fariyah Malik	Dean's Honour List
Sundas Iftikhar	Dean's Honour List
Sumaira Ghazi	Dean's Honour List
Zainab Ali Hashmi	Dean's Honour List
Mohammad Junaid Liaqat	Dean's Honour List
Waqas Javaid	Dean's Honour List
Tanya Lone	Dean's Honour List
Anum Ahmad Chaudhry	Dean's Honour List
Ayesha Zara Naeem	Dean's Honour List
Syed Ammar Ali Zaidi	Dean's Honour List
Areeba Waseem	Dean's Honour List

## BA - LL.B

Student Name	Medal/Award
Asher Asif Qazi	NMF Gold Medal - First Position Law & Dean's Honour List



# MEDALS JUNE 2011

## EXECUTIVE MBA

Student Name	Medal/Award
Shahzad Yousaf Mughal	NMF Gold Medal & Dean's Honour List
Syed Zulfikar Hasan	NMF Silver Medal & Dean's Honour List
Muhammad Ali Rauf	Dean's Honour List

## MBA

Student Name	Medal/Award
Muhammad Muntazir Mehdi	NMF Gold Medal & Dean's Honour List
Romessa Asif Mirza	NMF Silver Medal & Dean's Honour List
Akash Ahmed Soomro	Dean's Honour List
Shoaib Amjad Hussain	Dean's Honour List
Amad Khan	Dean's Honour List
Muhammad Shahid Yazdani	Dean's Honour List
Ali Saleem	Dean's Honour List
Hajra Asad	Dean's Honour List
Naveed Bashir	Dean's Honour List
Shuaib Ali	Dean's Honour List

## SPONSORED MEDAL RECIPIENTS

Student Name	Medal/Award
Muhammad Muntazir Mehdi	Aftab Associates Medal for the "Consumer Behaviour and Market Research" course
Akash Ahmed Soomro	Al-Khair Group Medal for the "Business Development and Strategy" course
M. Bilal Majeed Awan	Citibank Medal for the "Financial Derivatives" course
Ali Saleem	Crescent Group Medal for the "Operations Management" course
Muhammad Muntazir Mehdi	HUM TV Medal for the "Advertising and Promotions Management" course

Ali Azhar	Kamera Kraft Medal for the "Managerial Communication" course
Muhammad Azm Saeed Dar	Nestle Medal for the "Marketing Management" course
Akash Ahmed Soomro	Standard Chartered Bank Medal for the "Financial Management" course

## MS COMPUTER SCIENCE

Student Name	Medal/Award
M. Raza Shah Hamdani	Highest CGPA among the graduating batch – NMF Silver Medal & Dean's Honour List
Bilal Hayat Butt	Dean's Honour List
Mehar Un Nisa	Dean's Honour List

## MS COMPUTER ENGINEERING

Student Name	Medal/Award
Hasan Arshad Nasir	Highest CGPA among the graduating batch – NMF Silver Medal & Dean's Honour List

## MSc ECONOMICS

Student Name	Medal/Award
Sana Ali	NMF Gold Medal & Dean's Honour List
Umbreen Fatima	NMF Silver Medal & Dean's Honour List
Omar Hayat Gondal	Dean's Honour List
Sameem Iqbal Siddiqui	Dean's Honour List
Moeen Mahmood	Dean's Honour List
Ushna Akber	Dean's Honour List
Halima Shehryar	Dean's Honour List

## BSc (HONOURS)

Student Name	Medal/Award
Talal Khan	NMF Gold Medal - Overall First Position, NMF Gold Medal - First Position Accounting & Finance, and Dean's Honour List & Syed Zahoor Hassan Gold Medal (Best NOP Student)
Mirza Basim Baig	NMF Silver Medal - Overall Second Position (tied) & NMF Gold Medal - First Position Computer Science & Dean's Honour List
Mariyam Khalid	NMF Silver Medal - Overall Second Position (tied) & Dean's Honour List
Hamza Ghaffar	Dean's Honour List
Anoushe Sheharnaz Hassan	NMF Gold Medal - First Position Mathematics & Dean's Honour List
Shaiza Qayyum	NMF Gold Medal - First Position Economics & Dean's Honour List
Ayesha Waqar	Dean's Honour List
Maria Qazi	Dean's Honour List
Rashid Tahir	Dean's Honour List
Usman Liaquat	NMF Gold Medal - First Position Social Sciences & Dean's Honour List
M. Khudadad Chattha	Dean's Honour List
Zahra Afzal	Dean's Honour List
Amina Masud	Dean's Honour List
Zain Zafar	Dean's Honour List
Kiran Alwani	Dean's Honour List
Hira Farooqi	Dean's Honour List
Danish Zafar	Dean's Honour List
Ammar Farooq	Dean's Honour List
Hassan Khalid Malik	Dean's Honour List
Ain Amin	Dean's Honour List
Salman Ahmad Khan	Dean's Honour List
Arsalan Rauf	Dean's Honour List
Zainab Bashir	Dean's Honour List
M. Fawad Hassan Qureshi	Dean's Honour List
Fatima Hasanain	Dean's Honour List
Sidra Sajid	Dean's Honour List

Hamza Khan	Dean's Honour List
Sidra Mazhar	Dean's Honour List
Maha Rehman	Dean's Honour List
Russell Anas	Dean's Honour List
Saniya Farooq	Dean's Honour List
Daniyal Ishfaq Gill	Dean's Honour List
Minahil Zafar	Dean's Honour List
Hamza Munir	Dean's Honour List
Saqib Mahmood	Dean's Honour List
Muhammad Zubair	Dean's Honour List
Abid Imran	Dean's Honour List
Nausherwan Saleem	Dean's Honour List
Mehr Munir	Dean's Honour List
Maheen Rashid	Dean's Honour List
Madiha Javaid	Dean's Honour List
Tehniyat Nadir Ijaz	Dean's Honour List
Osama Nadeem	Dean's Honour List
Anam Mansoor Shami	Dean's Honour List
Faisal	Dean's Honour List
Ahsan Kamran	Dean's Honour List
Bushra Tabassum	Dean's Honour List
Muhammad Shirjeel Alam	Dean's Honour List
Mian Badar Iftikhar	Dean's Honour List
Lareb Sabir Ahmed	Dean's Honour List
Omar Ahmad	Dean's Honour List
Muhammad Zia Mehmood	Dean's Honour List
Ahmad Habib	Dean's Honour List
Syeda Sana Fatima	Dean's Honour List
Haniya Yameen	Dean's Honour List

## BA - LL.B

Student Name	Medal/Award
Zainab Qureshi	Dean's Honour List
Savera Qazi	Dean's Honour List
Muhammad Ahmed Masood	Dean's Honour List



# CENTRES

# CASE RESEARCH CENTRE

## ASIAN JOURNAL OF MANAGEMENT CASES (AJMC)

AJMC is a peer-reviewed biannual publication that aims to provide high-quality teaching material to academics, consultants and management developers through focus on case-based research on management practices in the socioeconomic context of developing Asian countries. In most of these countries, ineffectual institutional arrangements

and limited managerial, as well as financial resources, have combined to create a wide array of management challenges, for which new responses and processes are needed. The limited management research in these challenging environments provided the impetus for this journal.

### AJMC ACHIEVEMENTS

- Volume 7 Number 2 and Volume 8 Number 1 were both published in 2010.
- Volume 8 Number 2 is currently in its final, publishing stage.

- The AJMC has received submissions from across Asia and continues to receive manuscripts on a weekly basis.
- Article/case acceptance rate is around 10% and the Centre continued to maintain its stance that quality will not be compromised for quantity.

### AJMC INTERNATIONAL CASE CONFERENCE 2011

The Case Research Centre (CRC) hosted its first international case conference in May this year at the REDC. The Centre received over 50 cases for the conference, held between May 24 – 26, 2011. The conference proved to be a triumph for the CRC, living up to the SDSB-AJMC conference tag-line; “Building synergies for case-method excellence in Asia.”

With the participation of case writers and faculty members from both within Pakistan and abroad, the conference focused on case roundtables, plenary sessions and workshops that were developed with the main aim to enhance the art of case writing and teaching.

The key note speakers at the conference were Alfred Jaeger, a Professor who has taught at McGill University, Canada for over 30 years, and Robert S. Collins, a faculty member at IMD, Switzerland. In addition, a special video message, recorded especially for the AJMC conference by Armand Gilinsky, a

Professor at Sonoma State University, USA, was shown at the conference.

Four international scholars and faculty members from the University of Huddersfield, UK, the Institute of Rural Management (IRMA), India, and the Indian Institute of Technology Roorkee, India, were in attendance.

Individuals from institutes such as IBA Karachi, IBA Sukkur, the University of Central Punjab, FAST-NU, Superior University, the Lahore School of Economics, GIFT University, National Textile University and many others also attended the conference as both participants and observers, in addition to faculty members from LUMS itself.

The AJMC International Case Conference 2011 stood as a dais for participants to meet their peers from various institutions and share their experiences of teaching with the case method and case writing.

### FUTURE PLANS

The CRC is actively working on some forthcoming publications, which include:

1. The publication of the AJMC conference’s proceedings, which will be a compilation of thirty local and

international cases that were processed for the ‘AJMC International Case Conference 2011.’

2. The preparation of the AJMC Volume 9 Number 1 manuscript.





**CRC**

# CENTRE FOR ADVANCED STUDIES IN MATHEMATICS

The Centre for Advanced Studies in Mathematics was established in 2004, with the aim of providing the best resource centre and an excellent learning place for Mathematics. It provides a platform for interaction with the local industry and trading institutions and promotes interaction between mathematicians and the experts of other disciplines. Activities of the Centre include: conducting research in Mathematics and its applications, holding workshops and conferences, exploring linkages with other disciplines and establishing linkages with similar centres around the world.

## This year, the centre has organised the following research activities:

- Summer School on Fixed Point Theory (July 22-25, 2010)
- Summer Conference on Mathematics (July 26-27, 2010)
- Winter Conference on Mathematics (December 30-31, 2010)
- Conference on Recent Advances in Mathematical Methods, Models and Applications (April 16-17, 2011)

## The following postdoctoral fellowships were offered:

### Dr. Asif Jamshed

(BSc LUMS, PhD Rutgers, USA)  
Centre for Advanced Studies in  
Mathematics, Lahore University of  
Management Sciences, Lahore

### Dr. I. A. Osinuga

(TWAS-UNESCO Visiting Fellowship)  
Department of Mathematical Science  
Olabisi Onabanjo University  
PMB 2002, Ago-Iwoye, Ogun State,  
Nigeria

### Dr. Asma Rashid Butt

(PhD LUMS)  
Department of Mathematics, UET,  
Lahore

## RESEARCH ASSOCIATE

A research associate at CASM, Ms. Nabiha Asghar, who is a LUMS graduate with a major in Mathematics, was selected for a **PhD Studentship in Canada**.

## RESEARCH GRANTS

For some research activities in Mathematics and postdoctoral fellowships, partial funding was received from the following agencies:

- Abdus Salam International Centre for Theoretical Physics (ICTP), Italy
- Higher Education Commission, Islamabad
- UNESCO
- Academy of Sciences for the Developing World
- International Council for Industrial and Applied Mathematics (ICIAM)



## FUTURE ACTIVITIES

- National Workshop on Mathematical Modelling and Information Technology in Mathematics
- Regional Workshop on Discrete Mathematics in collaboration with Abdus Salam School of Mathematical Science, Lahore
- Colloquiums on Research in Mathematics by faculty and graduate students
- Research collaboration with:
  - BK2 Mathematical Modelling HRD Division, Sungkyunkwan University, South Korea
  - Abdus Salam International Centre for Theoretical Physics (ICTP), Italy
  - Doppler Institute, Prague, Czech Republic
  - Queen Mary, University of London and Royal Holloway, University of London

# CASM

# DEVELOPMENT POLICY RESEARCH CENTRE

The Development Policy Research Centre (DPRC) has attained a significant momentum and traction in its inception year. The main activities carried out this year were:

## DPRC PROJECTS/ CONTRACT RESEARCH

DPRC has been able to raise funding of PKR 44.7 Million (2 projects are in the pipeline) to conduct contract research for donors, multi-laterals, bi-laterals, institutions and government. This is a significant achievement for DPRC and LUMS.

Some of the critical research done in this area includes developing the industrial policy 2010-11 and its implementation plan for the Government of Pakistan. The evidence-based policy developed by the 5 researchers of DPRC was well received by the stakeholders and is in the process of being presented to the cabinet for approval.

DPRC worked together with the LUMS Department of Computer Science to develop a project on flood maps which will be provided as a policy tool for the government to assess the impact and damage of floods. Other projects have enabled DPRC to build relations with State Bank of Pakistan, DFID and the International Growth Centre.

## SEMINARS & BROWN BAG SESSIONS

DPRC has also developed a schematic plan to conduct a series of interesting and policy-relevant talks, seminars and brown bag events. Most of these events are open for all and attendance is encouraged from all sectors. A session by Dr. Jean Francois Daguzan on 'Strategic Consequences of Worldwide Economic Crisis' was organised by DPRC on November 26, 2010. The following Brown Bag Series were also held:

- Dr. Khalid Mir (LUMS): 'Economics and Ethics' on November 23, 2010
- Dr. Livia Holden (LUMS): 'Cultural Expertise and Litigation: Patterns, Conflicts, Narratives' on November 5, 2010
- Dr. Asad Zaman (International Islamic University of Islamabad): 'Rethinking the Economics Syllabus' on October 25, 2010
- Dr. Raza Naeem: 'The Arab Intifada: Military Rule or Peoples' Power?' on February 18, 2011.

- Mr. Ali Abbas (IMF): 'Public Debt Around the World: History, Definition and Outlook' on February 25, 2011.

## WORKING PAPERS & NEWSLETTER

DPRC has also launched the Social Science Policy Bulletin, which is available both online and in hard copy form. The bulletin is distributed to all relevant and interested parties including government offices, research centres and academia. In addition, the following working papers have also been uploaded:

- "The Hegemony of Heritage: The Narratives of Colonial Displacement and the Absence of the Past" by Osama Siddique
- "Economic Growth and Structural Change in South Asia: Miracle or Mirage" by Ijaz Nabi
- "Fiscal Federalism in Pakistan: A Radical Departure and Some New Challenges" by Ijaz Nabi & Hina Shaikh
- "Supply-Side Effects of Exchange Rates, Exchange Rate Expectations



# DPRC

and Induced Currency Depreciation” by Syed Zahid Ali

- “Civil Society Between State and Military Society In Khyber-Pukhtunkhwa: The Causes of Militancy” by Ejaz Akram
- “Approaches to Legal and Judicial Reform in Pakistan: Post Colonial Inertia” by Osama Siddique

## CALL FOR PROPOSALS

Recently, DPRC also initiated its first call for papers for funding on the themes of poverty, environment and competitiveness. A total of 10 proposals were received out of which 6 have been selected for funding.

## FUTURE PLANS

DPRC in 2011 will continue to make inroads in contract research to raise funding for the centre. Some of the projects that are being negotiated at the moment include research collaboration with World Trade Institute (WTI), International Trade Centre and Pakistan Institute of Trade & Development (PITAD). The project will enable DPRC to become part of the public-private policy dialogue platform, train its researchers at WTI and conduct policy studies in collaboration with PITAD. Additionally, DPRC is also seeking funding for policy work on trade through the US DTI. Other projects are also expected to come up in 2011. The target is to increase new funding over PKR 50 million.

DPRC will work on developing the working paper series. The target is to attain at least 10 publications a year. The Centre will enhance its scope and coverage of seminars, talks and brown bag sessions to cover an even larger audience interest. In 2011, DPRC will also initiate its training programmes under the REDC quota allocated to the School of Humanities, Social Sciences and Law (SHSSL).

# RAUSING EXECUTIVE DEVELOPMENT CENTRE

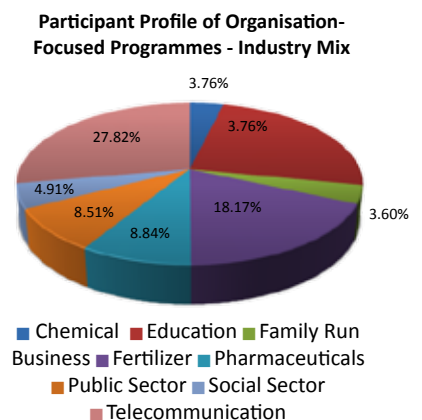
The Rausing Executive Development Centre (REDC) during 2010-11 continued to innovate, revamp and rejuvenate to keep abreast of the changing market needs and to leverage the expertise of the faculty members of the Suleman Dawood School of Business (SDSB). REDC launched a number of new initiatives to bring more relevance in the programmes offered. REDC accordingly concluded the year with around 1,500 participants from 22 different industry sectors with 49 programmes, spread over 220 days.

## ORGANISATION-FOCUSED PROGRAMMES - GAINING INDUSTRY KNOWLEDGE – RIGOUR, RELEVANCE, CUTTING EDGE

REDC established pioneering relationships with leading telecom and pharmaceutical players during FY 2010, in the form of long duration programmes. Similarly, some old partnerships in the fertiliser, education and public sectors were rejuvenated to new levels. The highlight of our Organisation Focused Programmes (OFP) was the customised programme content in the form of case and case-lets developed in collaboration with client organisations as a part of the final takeaway. These cases brought the industry context right inside the classroom, enhanced learning of all involved and documented real-life corporate success stories in real-time for future use.

Teamed with a dynamic faculty team, REDC developed and delivered two customised Management Development Programmes for a leading telecom player. The programmes created immense value for the client organisation and were appreciated at all levels for their rigour, relevance and ingenuity of design.

REDC's portfolio of Organisation-Focused Programmes (OFP) consisted of 21 programmes for various organisations. These programmes offered a dynamic opportunity for senior professionals to participate in enhancing organisations' business performance. The following displays the industry mix of custom programmes offered during FY 2010-11.

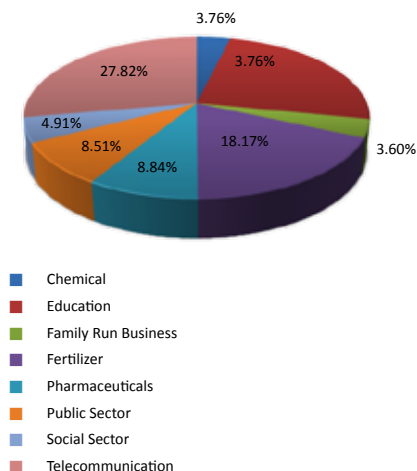




## OPEN-ENROLLMENT PROGRAMMES - CATCHING THE MARKET PULSE

REDC revamped its portfolio of Open-Enrollment Programmes (OEP) and introduced new programmes. The Centre conducted 28 Open-Enrollment Programmes this year with Strategic Human Resource Management, Human Resource Management Tools & Techniques for Performance Excellence, and Innovation-Driven Business Development & Growth as groundbreaking new programmes. The Factory Management Programme, Business-to-Business Marketing & Case Method of Teaching, Brands, and Brand Management were revamped. As a result of this exercise, REDC was able to respond to market feedback and increase the relevance of the programmes, while strengthening and expanding the programme portfolio.

**Participant Profile of Open Enrollment Programmes - Industry Mix**



## REDC CONTENT DEVELOPMENT INITIATIVE

In order to align our programmes with real market needs, REDC launched its Content Development Initiative this year. The focus areas shortlisted for this initiative are Risk Management, Innovation, CRM, Family Business and Retail. REDC plans to launch new programmes in these potential areas; our faculty has already started to develop new content, specifically cases in these areas showcasing local organisations.

## REDC FACULTY DEVELOPMENT INITIATIVE

REDC launched a full-scale faculty development initiative to help develop new faculty and retool existing faculty members. Under this initiative, an ongoing mentorship programme, using the concept of mentorship was introduced to build the capacity of the new faculty so that they are able to develop and direct different types of executive education programmes.

## NEW LEARNING PARADIGMS

This year, REDC, in a large number of its programmes, introduced a new pedagogy to align with the latest in programme design practiced by executive education providers globally. The new pedagogy strengthens the case method further by increasing the depth and relevance of the programmes. It is a vehicle for integrating other participant-centric learning methodologies with case method, taking learning by participants to a higher level.

## SOCIAL MEDIA

REDC is now also capitalising on social media for dissemination of information about the programmes, tapping into quick customer feedback and providing executives a more convenient and accessible platform for debates, discussions and exchange of ideas pertaining to the issues being faced by the business world.

## EXPERIENTIAL LEARNING

The highlight of the year has been the Executive Track of the 1st International Case Conference (May 24 – 26, 2011), presented by the Suleman Dawood School of Business (SDSB) and the Asian Journal of Management Cases (AJMC) which focused on the importance of executive education through the case method. The executive track comprised of two plenary sessions:

- “Executive Education Real-World Learning by the Case-Method,” chaired by Dr. Jamshed H. Khan
- “Businesses & Case-Writing: Win-Win Partnership,” chaired by Dr. Syed Mubashir Ali

These sessions were well attended by academics and corporate executives, which led to a very thought provoking and enlightening discussion about case method, executive education, and learning.

## TESTIMONIALS

“I have recently attended a programme at Harvard Kennedy School of Business and Leadership and I can proudly say that LUMS is easily comparable in style and standards.” – Sami Siddiqui, Director HR, Private Power and Infrastructure Board (PIIB)

“A superb learning experience that has taken me to the next level in working beyond and through issues, made me more tolerant towards ‘others’ perspectives as I understand the importance of context in issues. It is a life skill that applies to almost all real life situations.” – Seema Bukhari, Chief WTO, Ministry of Industries

“The learning experience at LUMS emanates from its world-class faculty, and the unique integrated approach helps broaden vision from a functional to a strategic business outlook.” – Syed Khalid Noor, Unilever Pakistan Ltd.

“Programmes at REDC give us a unique opportunity to not only benefit from the experience of such highly qualified faculty but it also provides us with a platform to learn from each other as well.” – Farrukh Zameer, Engro Fertilizers





# SOCIAL ENTERPRISE DEVELOPMENT CENTRE

The LUMS-McGill Social Enterprise Development Centre (SEDC) was launched in July 2001 by LUMS (Pakistan) and McGill University (Canada), with financial support from Canadian International Development Agency (CIDA). The SEDC serves as a scholarship-based research centre working towards the capacity building of social enterprises. By pursuing its strategy of Research, Training and Consultancy, SEDC has gained a great rapport with more than 350 social sector organisations of Pakistan- a unique achievement for any academic institute in Pakistan. As part of its research strategy,

SEDC has published more than 180 case studies and notes written by the LUMS faculty for the social sector. The Centre has published 6 casebooks on the social sector with several more in process. Some of the books have been translated to Urdu for wider dissemination.

SEDC offers customised and open-enrollment training programmes for NGOs in various aspects of capacity building. Its specialised courses related to Budgeting and Finance, Monitoring & Evaluation and Leadership Management are the most appreciated by the social sector professionals.

## SPONSORED PROJECTS

### Health Enterprise Leadership-Development Programme (HELP)

SEDC was granted USD 499,988 by The David and Lucile Packard Foundation for a project spread over a span of two years. It included developing case studies, conducting trainings and providing consultancies to build capacity and strengthen the Reproductive Health Organisations.

### Research-Based Case Studies

The Centre developed 12 case studies, about different management and leadership issues in Reproductive Health Organisations. In addition to the cases, an industrial note, "Overview of Reproductive Health," was also written. These well-researched case studies served as a teaching tool in Leadership Development Trainings under HELP.

## SEDC TRAINING PROGRAMMES

### OPEN-ENROLMENT TRAININGS

Training	Date	Number of Participants	Description
Leadership Development Training for Managers (LDTM)	June 15-25, 2010 June 28 - July 08, 2010 July 12-22, 2010 July 25-05 August, 2010	160	The LDTM was designed specifically for managers in the health sector
Leadership Skills Development for Social Sector Management (LSDSSM)	June 28-30, 2011	32	Prepare managers and executives for future leadership roles



# SEDC

Training	Date	Number of Participants	Description
Marketing and Advocacy for Social Initiatives (MASI)	July 13-15, 2011	16	To provide a deeper understanding of the marketing challenges faced by social enterprises in order to equip participants with analytical tools and frameworks to make better marketing and advocacy decisions
Social Sector Project Management (SSPM)	July 20-22, 2011	20	To provide a foundation for understanding the project management life cycle, functions essential to successful project management and the role of project manager in implementation of a social sector project



### **Management Development Programme for Microfinance Institutions**

SEDC has been associated with the Citi Foundation since September 2009 and has been able to deliver trainings simultaneously in the year 2010 in the area of Management Development Programme for Microfinance Institutions. The Centre also conducted a Microfinance Leadership Seminar, the sessions of which were designed to broaden participants' perspective on the microfinance industry, its possibilities and its challenges.

### **Living Literacy and Changing Lives Programme: LUMS-Citi Youth Initiative**

SEDC received a grant worth USD 35,000 from Citi Foundation for the project named Living Literacy Changing Lives Programme for Youth. The objective of this project is to build the capacity of Pakistan's youth to ensure that they are prepared to take responsibility for their financial futures by learning more about personal finance.

Activities under the project would be:

- Publication of a book on Financial Literacy
- 3-Day Seminar on Building Financial Skills
- Scenario-Based Financial Decision Making Project and Verification of Outcome

### **CWCD Training on Treasury, Liquidity, Risk Management, and Product Development**

SEDC delivered the sixth customised training to CWCD on Treasury, Liquidity, Risk Management and Product Development. The trainings for CWCD were concluded by going through a round of 4 trainings based on the following topics:

- Marketing for Islamic financial services
- Risk, portfolio and delinquency management
- Conversion of other related issues
- Leadership and HR

### **Workshop for United Nations Development Project**

A 3-day workshop was conducted for the UNDP. The topic was capacity building for UNDP.

### **Conference on Impact and Learning of Health Enterprise Leadership Development Programme (HELP)**

The HELP project was granted an extension for the next 3 years in December 2010; the grant is worth USD 0.5 million. The project deliverables are:

- To create a National Women's Leadership Development Network (NWLN)
- To conduct 20 Health Enterprise Leadership Programme (HELP) trainings

SEDC held a conference on Impact and Learning of Health Enterprise Leadership Development Programme (HELP) on February 25, 2011. The main purpose was not only to celebrate the successful completion of the research and training phase of the project, but also to announce the extension of the project for the next 3 years and the way forward. The impact of the trainings was shared by Leadership Development Training for Executives (LDTE) and Leadership Development Training for Managers (LDTM) alumni. Mr. Aamir Qureshi, Chief Executive, Total Quality Solutions, and Mr. Ejaz Akram, Assistant Professor, School of Humanities, Social Sciences and Law (SHSSL), shared the assessment of the overall delivery of the project. The Secretary of Health, Dr. Ijaz Munir, was the chief guest.

### **Conference on Achievements of Management Development Programme for Microfinance Institutions and Introduction to the Financial Literacy Project**

A conference on the Achievements of Management Development Programme for Microfinance Institutions and Introduction to the Financial Literacy Project was held on March 17, 2011. The purpose was to share the successful implementation of the one-year project titled 'Management Development Programme for Microfinance Institutions (MDP for MFIs)' that SEDC undertook with the financial assistance of the Citi Foundation. The ceremony was attended by the MDP alumni and top leaders from the microfinance institutions and banks of Pakistan, including Mr. Arif Usmani, CCO/MD Citibank, Pakistan.

### **Publications**

A book titled, *Case Studies on Management of Family Planning and Reproductive Health Organisations*, was published and dispersed to SEDC Fellows.



# STRATEGIC SECTORS RESEARCH CENTRE

The Strategic Sectors Research Centre (SSRC) institutionalises and facilitates industry-specific research at the Suleman Dawood School of Business (SDSB). This centre holds the mandate to generate scholarship in various strategic sectors of the economy that are pivotal to the development of Pakistan. The centre's vision is to become a national, research-based think tank in sectors important to the national economy.

## MONTHLY SEMINARS

Conducting monthly seminars is one of the regular features of the SSRC to disseminate current research work and knowledge among faculty members. Scholars and researchers from LUMS and around the world are invited to share their work. Here are glimpses of the research seminars and roundtables organised by SSRC during the year:

### APRIL 2011

**Theme:** Research Round Table

### DECEMBER 2010

**Presenter:** Dr. Syed Tariq Anwar, Professor, College of Business, West Texas A&M University

**Theme:** CFIUS, Chinese MNCs' Outward FDI and Issues of Investment Regimes

### NOVEMBER 2010

**Presenter:** Dr. Junaid Ashraf, Assistant Professor, SDSB, LUMS

**Theme:** A Consulting Giant, a Disgruntled Client, a 'Failed' Attempt to Change Management Controls in a Public Sector Organisation

### OCTOBER 2010

**Presenter:** Dr. Salman Khan, Head Shariah Office (Dubai), Abu Dhabi Islamic Bank

**Theme:** Reality Check: Dissecting the Islamic Finance Industry, Facts, Fiction and Future Prospects

## FACULTY INITIATIVE FUND (FIF)

The Centre presented **12 proposals** to the Faculty Initiative Fund (FIF) out of which 4 were approved. The awarded cases accrued to be **PKR 2 million**. The Standard Operating Procedures (SOP) for Monitoring and Evaluation of these approved proposals were also defined and communicated by

SSRC. The areas of selected proposals were:

- Management and Policy Research in Energy Sector
- Entering GVC through Clusters and Networks
- Developing SME Clusters in Pakistan



# SSRC

## POLICY DEVELOPMENT

The Centre developed and finalised the Faculty Travel Grant Policy for SDSB. Also finalised was the policy for hiring and assessment of Research Associates at SDSB. The Centre also facilitated the hiring of five research associates for different projects.

## EXTERNAL LINKAGES

SSRC holds the mandate to locate and engage internal and external donors or funding sources to mobilise funds for industry-specific research projects. Cases have already been submitted to HEC for fund mobilisation in different areas including organising seminars, workshops and conferences at national and international levels, travel grants for presenting research papers in international conferences by SDSB faculty, travel grants for PhD students, hiring of fresh PhD faculty and research grants for projects. SSRC obtained approvals for over 10 proposals and is in the process of finalising more. Although it has a long way to go, SSRC managed an impressive start of processing research grants up to PKR 15 million. A contract between SSRC and the State Bank of Pakistan, worth PKR 2.4 million, was signed, for conducting a study on the fans and other electrical goods cluster in Gujranwala and Gujrat.

## RESEARCH NEWSLETTER

To improve research productivity and knowledge dissemination, SSRC is employing e-tools such as the research newsletter, to raise awareness about SDSB's growing research output and accomplishments. The SDSB faculty has gained international momentum with numerous journal articles, proceedings, book chapters, research and policy papers being published in prestigious publications.

# THE GURMANI CENTRE

The Gurmani Centre for Languages and Literature (GCLL) was initiated by the Gurmani Foundation in April, 2010, for the advancement of Urdu, Arabic and Persian languages. Administered by the Department of Humanities and Social Sciences, it has already made considerable progress.



## TEACHING

Courses in Persian language and Urdu literature were offered at the Undergraduate level during 2010. Additionally, the Centre has launched an Arabic language course and three new Urdu literature courses in Spring 2011, which include 'Ghalib and his poetry', 'Iqbal's Urdu poetry' and 'Urdu short stories'. Around 200 students have been enrolled in these courses.

## RESEARCH AND PUBLICATIONS

The second issue of the Centre's academic and research journal *Bunyaad* has been published. Research projects of Urdu and Persian language and literature are also in process, and these will be published upon completion.

## OUTREACH

The literary study circle of the Centre, referred to as "Halqa-i-Danish", is offering weekly sessions which are conducted by renowned scholars and linguists.

The Gurmani Centre also partnered with the Faiz Foundation in order to host a two-day colloquium on Faiz Ahmed Faiz on February 12 – 13, 2011. This was part of the Faiz centennial celebrations.





# FINANCIALS

## LAHORE UNIVERSITY OF MANAGEMENT SCIENCES

### SUMMARY OF LAST 3 YEARS FINANCIAL RESULTS

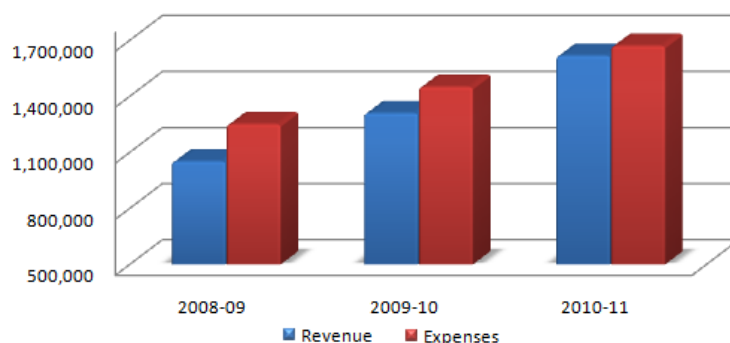
(Rupees in '000')

Years	FY 2008-09	FY 2009-10	FY 2010-11
<b>SOURCES</b>			
Scholarship Grants	86,728	77,785	88,283
Tuition Fee	613,880	807,465	1,037,528
Executive Development Programmes	94,409	129,282	135,106
Sponsored Project Revenue	61,887	71,255	79,875
Consultancy Fee	14,968	12,772	9,472
Return on Investment	24,228	27,594	52,670
Cafeteria Income	46,148	51,064	66,576
Other Income	108,665	132,307	147,527
<b>Gross Operating Receipts</b>	<b>1,050,913</b>	<b>1,309,524</b>	<b>1,617,037</b>
<b>UTILISATION</b>			
Salaries & Instructional Support	545,890	604,196	693,742
Advertisements	20,838	13,052	16,837
Supplies & Services	128,773	143,449	154,734
Utilities	73,831	93,703	118,406
Depreciation/Amortisation	129,105	126,652	120,331
International & Local Travel	30,554	28,479	20,260
Estate Management	35,384	37,585	31,057
Training, Research & Development	56,698	71,830	101,627
Scholarship & Fee Waivers	187,566	273,133	348,537
Miscellaneous Expenses	42,122	58,162	64,550
<b>Total Costs</b>	<b>1,250,761</b>	<b>1,450,241</b>	<b>1,670,081</b>
<b>Net Surplus/(Deficit)</b>	<b>(199,848)</b>	<b>(140,717)</b>	<b>(53,044)</b>

Note: Corresponding figures have been rearranged, wherever necessary, for the purposes of comparison.

## REVENUE & EXPENDITURE GROWTH

Years	Revenue	Expenses
2008-09	1,050,913	1,250,761
2009-10	1,309,524	1,450,241
2010-11	1,617,037	1,670,081

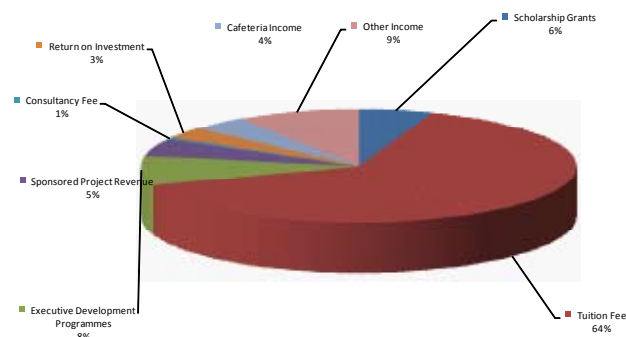


## UNIVERSITY OPERATING REVENUE (FY 2010-11)

(Rupees in '000')

Scholarship Grants	88,283
Tuition Fee	1,037,528
Executive Development Programmes	135,106
Sponsored Project Revenue	79,875
Consultancy Fee	9,472
Return on Investment	52,670
Cafeteria Income	66,576
Other Income	147,527
<b>Total</b>	<b>1,617,037</b>

UNIVERSITY OPERATING REVENUE (FY 2010-11)

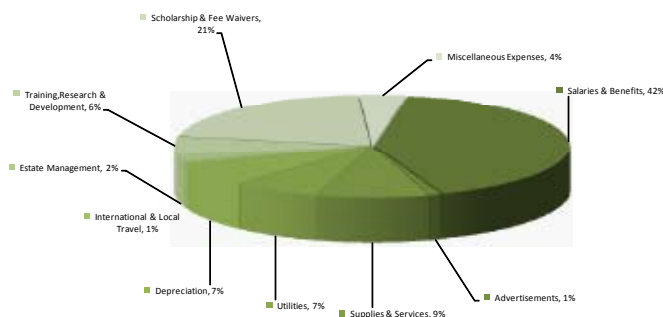


## UNIVERSITY OPERATING EXPENSES (FY 2010-11)

(Rupees in '000')

Salaries & Benefits	693,742
Advertisements	16,837
Supplies & Services	154,734
Utilities	118,406
Depreciation	120,331
International & Local Travel	20,260
Estate Management	31,057
Training, Research & Development	101,627
Scholarship & Fee Waivers	348,537
Miscellaneous Expenses	64,550
<b>Total</b>	<b>1,670,081</b>

UNIVERSITY OPERATING EXPENSES (FY 2010-11)

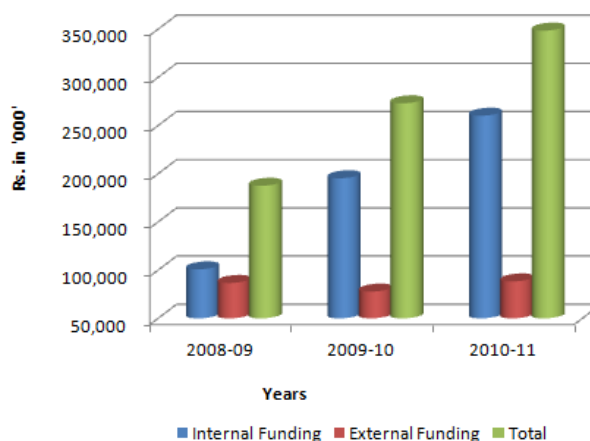


## SCHOLARSHIP DISBURSEMENT

(Rupees in '000')

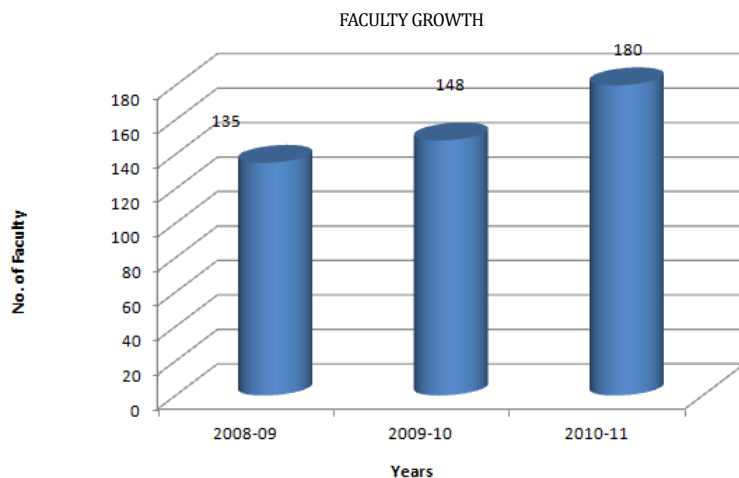
Years	2008-09	2009-10	2010-11
Internal Funding	100,838	195,348	260,254
External Funding	86,728	77,785	88,283
<b>Total</b>	<b>187,566</b>	<b>273,133</b>	<b>348,537</b>

SCHOLARSHIP DISBURSEMENT



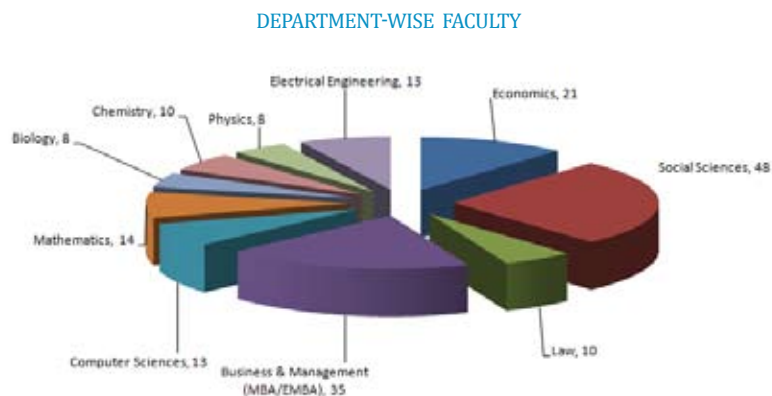
## FACULTY NUMBER (FTE)

Years	No. of Faculty
2008-09	135
2009-10	148
2010-11	180



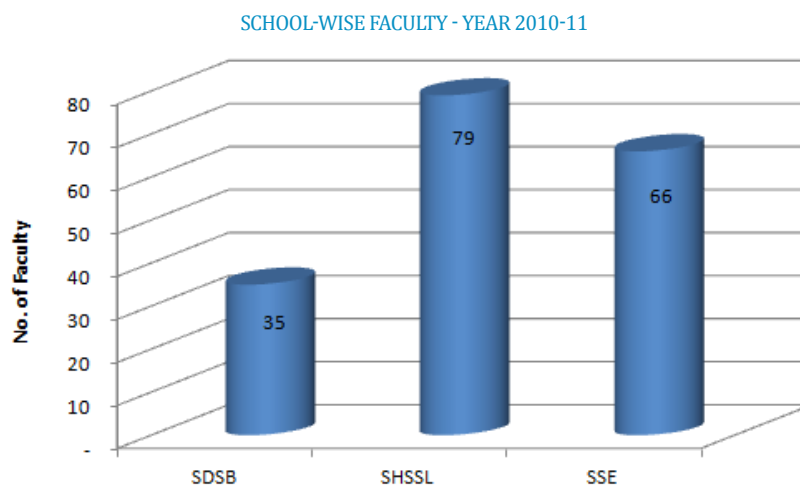
## FACULTY DEPARTMENT-WISE (FY 2010-11)

Department	No. of Faculty
Economics	21
Social Sciences	48
Law	10
Business & Management (MBA/EMBA)	35
Computer Sciences	13
Mathematics	14
Biology	8
Chemistry	10
Physics	8
Electrical Engineering	13
<b>Total</b>	<b>180</b>



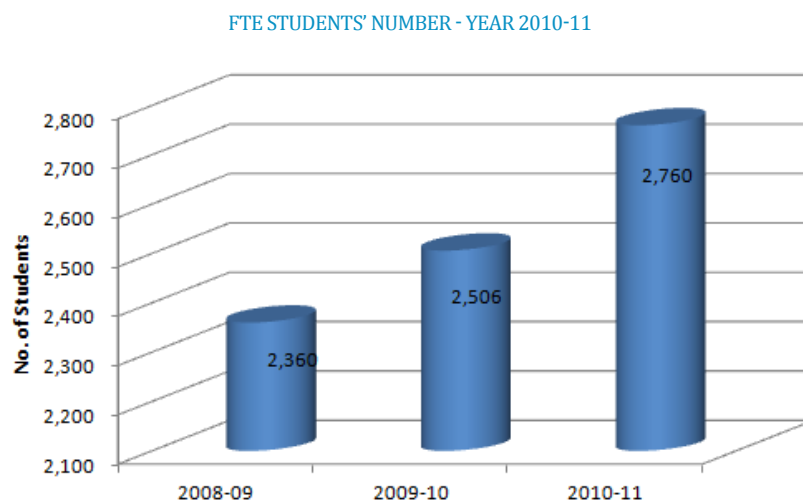
## FACULTY SCHOOL-WISE (FY 2010-11)

School	Faculty #
Suleman Dawood School of Business	35
School of Humanities, Social Sciences & Law	79
School of Science and Engineering	66



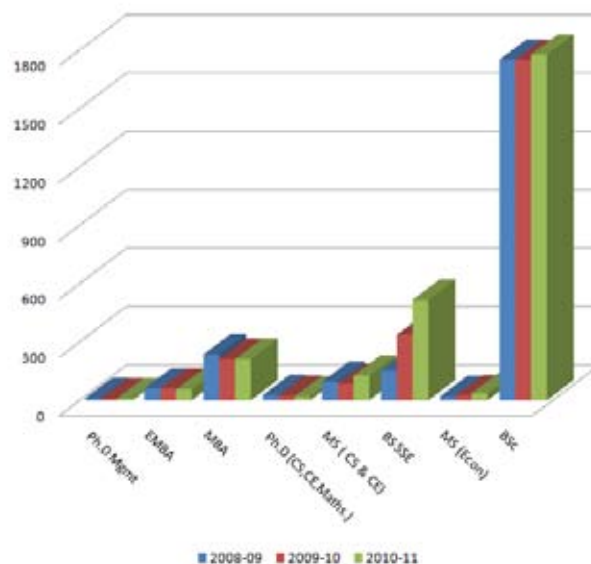
## FTE STUDENTS' NUMBER (YEAR-WISE)

Years	No. of Students
2008-09	2,360
2009-10	2,506
2010-11	2,760



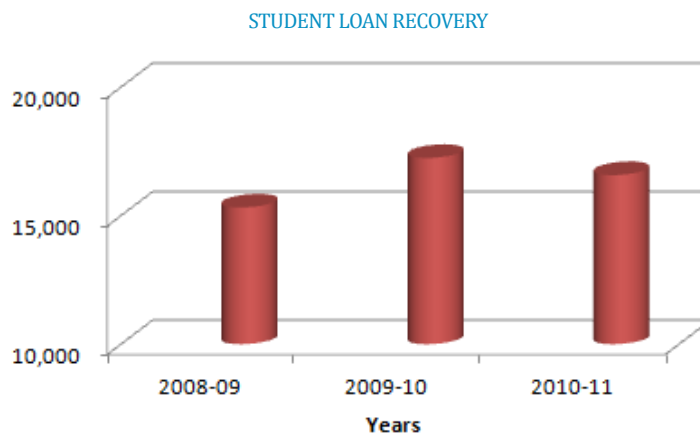
## FTE STUDENTS' NUMBERS (PROGRAMME-WISE)

Programmes	2008-09	2009-10	2010-11
Ph.D Mgmt	12	10	10
EMBA	62	62	57
MBA	237	213	213
Ph.D (CS, CE, Maths.)	27	23	20
MS (CS & CE)	96	85	128
BS SSE	154	337	518
MS (Econ)	21	26	37
BSc	1,751	1,750	1,777
<b>Total</b>	<b>2,360</b>	<b>2,506</b>	<b>2,760</b>



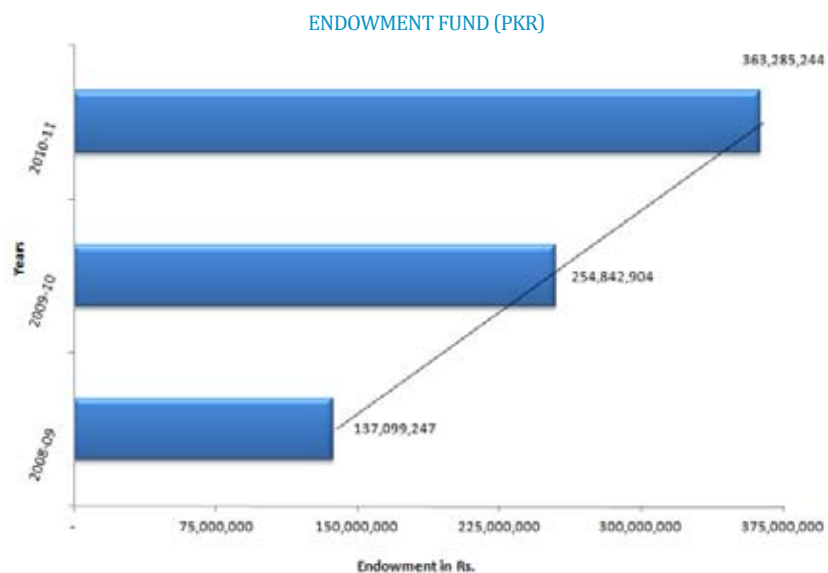
## FINANCIAL AID LOAN RECOVERY

Years	(Rupees in '000')
2008-09	15,316
2009-10	17,243
2010-11	16,577



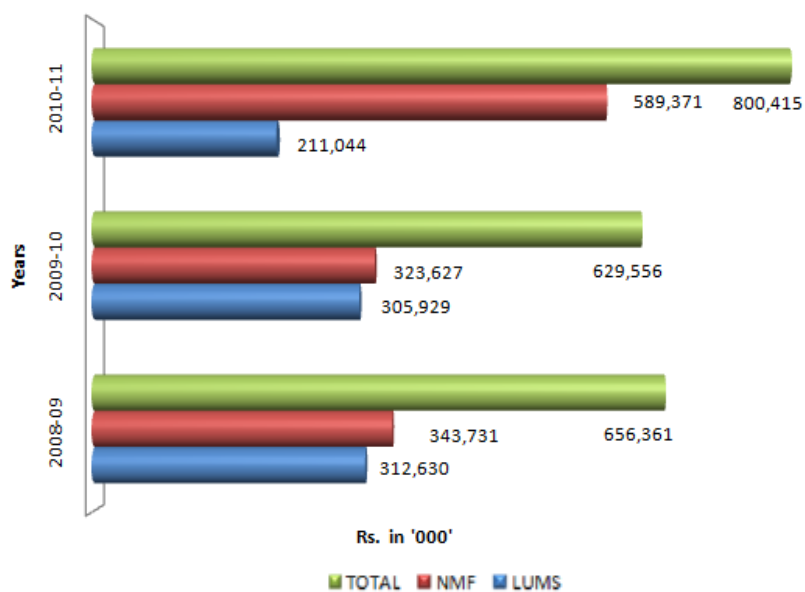
## ENDOWMENT GROWTH

Years	Endowment in Rs.
2008-09	137,099,247
2009-10	254,842,904
2010-11	363,285,244



## DONATIONS & ENDOWMENT GRANTS INFLOW

YEAR	LUMS	NMF	TOTAL
2008-09	312,630	343,731	656,361
2009-10	305,929	323,627	629,556
2010-11	211,044	589,371	800,415
<b>Total</b>	<b>829,603</b>	<b>1,256,729</b>	<b>2,086,332</b>



In FY 2010-11, LUMS received a grant of Rs. 15 million from NMF to meet its operating deficit (2009-10: Rs. 120 million).









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