

Annual Report

2008 | 09



LAHORE UNIVERSITY OF MANAGEMENT SCIENCES

Chancellor:
President of Pakistan

Pro-Chancellor:
Syed Babar Ali

Rector:
Abdul Razak Dawood

Vice Chancellor:
Dr. Ahmad Jan Durrani



LUMS VISION

A 21st century University whose research, service, and graduates are a fountain of leadership for Pakistan and the world.

LUMS MISSION

We will be a pre-eminent academic institution, serving as a catalyst for economic prosperity and social development with a focus on management of resources.

- * Develop high quality professionals and scholars who are committed to the pursuit of excellence, and are endowed with vision, courage, and dedication.
- * Improve academic and management practices in the country through the generation, assimilation, and dissemination of knowledge.
- * Make a significant and meaningful contribution towards the social and economic betterment of Pakistan through development of its human resources.
- * Serve as an intellectual resource base in the region.





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Introduction

2008-2009 has been a year of considerable progress, transformation and change for the Lahore University of Management Sciences (LUMS). LUMS has faced many challenges and rose to the occasion each time; achieving excellence in education at every turn. The University has moved forward with a modified vision which lays immense emphasis on research, which will be vital in turning LUMS into an educational force to be reckoned with in the world.

This report provides an overview of the accomplishments, new initiatives, and events of the past year. We can look back on the year with considerable satisfaction as we enter the year 2010 with confidence and high expectations.

It is the focus on the future that has truly shaped and defined this year. Concepts such as the Residential Colleges Model, have been introduced for the first time. The year also witnessed another proud moment for LUMS, The National Outreach Programme (NOP) inducted scholars comprising 13% of the total student body and 9 NOP scholars graduated in the year 2008-2009. Some of these scholars went on fully funded exchange programmes, securing admission in top ranked American universities on Fulbright Scholarship, while the rest have been recruited by eminent companies. This has been possible through the generous donations, grants and endowments received by the University. LUMS is on a transformational journey and is pleased with the progress made. The change from the quarter to the semester system, or better known as the Q2S on campus, has been another key alteration in the workings of the institute. The registrar's office needs a special mention here for handling the switch smoothly.

Keeping the financial constraints in mind, the Vice Chancellor, Dr Ahmad Jan Durrani, introduced budget cuts which have curtailed a lot of unnecessary expenses. An endowment fund has also been setup which will act as a buffer to the fluctuating economic conditions in the future.

The year 2008-09 has been a year of learning for LUMS. New projects, plans and policies have been discussed and implemented. Achievements by students and faculty have made the entire LUMS community proud. With the beginning of the new year we hope to see LUMS continue with distinction in the field of education and research alike.



Dr. Ahmad Jan Durrani

THE VICE CHANCELLOR TALKS ABOUT THE YEAR THAT PASSED.

1. After you joined the LUMS community, the vision was modified and a lot of emphasis was put on research. Why so?

LUMS' vision has always been one of excellence in teaching and research. We have enormous recognition as an outstanding teaching institution, most of which can be attributed to excellent faculty and to curricular rigor comparable to any well-recognized international university. We are now placing greater emphasis on research and scholarship, as good teaching cannot be sustained without a strong research programme. The world's leading universities have built their reputation not as great teaching universities, but as great research institutions. For LUMS to reach the next level of recognition, we must build on our existing strengths and commit to advancement and creation of new knowledge. With the new School of Science of Engineering in operation, we now have the essential underpinnings in basic sciences and technology, social sciences and humanities, and business and entrepreneurship to begin to address critical national research needs in diverse areas such as energy, water, healthcare, environment, information technology and others. The research infrastructure is very weak nationally, and LUMS can be a much-needed example of a world-class research university in Pakistan. In addition to research, we are emphasizing holistic education for our students, which gives them a broad worldview and prepares them for the globalized work environment. Along these lines, we have considerably enhanced student services and the campus life experience of our students. Similarly, we are emphasizing social responsibility and civic engagement as core values of LUMS. We must give as much back to the community, if not more, as we derive from it. These are just few snippets of the new vision which I hope will take LUMS to new heights.

2. In what area(s) do you see the biggest room for growth in the campus research field?

I envision basic sciences as the engine of our research. New discoveries, breakthroughs, and innovations are possible only through fundamental research. We conceived of the new School of Science and Engineering upon this premise and the contemporary concept of "no boundaries" among disciplines. Viewing disciplines as integrated and intertwined facilitates interdisciplinary

"We are initiating an institutional effectiveness and learning outcomes assessment exercise this year. In the short term, this initiative will bring focus to student learning and increase the effectiveness of faculty role and responsibility in course and curriculum development. The data collected and the ongoing improvement process thus implemented will also facilitate long-term accreditation of our programmes, and possibly facilitate the University with a recognized international accreditation body. Many leading universities in Europe and the United States conduct this exercise on a regular basis, and we need to institutionalize this practice at LUMS.

We will be the first university in Pakistan to plan and implement a formal outcomes assessment programme. This is a significant achievement, and it will involve considerable effort in planning and implementation. I am confident that we can launch this effort by the middle of 2010. The long-term benefits of this initiative in improving the quality of learning are enormous."

collaboration to solve real-world problems, which are enormously complex and require inputs from multiple fields. Biosciences, chemistry, physics, applied mathematics, electrical engineering, and computer sciences all hold great promise for research leadership at LUMS. This will build upon our existing research strength in economics, business, and the social sciences. In particular, I see enormous potential for research at the intersection of the three schools, which would draw on the synergies of these disciplines to solve the complex problems of today in new and exciting ways. We have to realize, however, that building a credible research capacity is a long and arduous path which requires world-class faculty, research infrastructure, and sustained commitment. We will need to muster financial resources to build and support path-breaking research, but we must not be daunted by such challenges and find ways to stay the course. We are fortunate to have meaningful collaborative relationships with MIT, Harvard, Rice, LSE, and other global leaders, which would help us enormously in building our research capacity. I personally visualize LUMS building its future reputation as the leading research university in South Asia with close linkages with major research institutions of the world.

3. Do you have a “VC’s philosophy” in terms of how you plan to fulfill the new vision?

I do not consider myself a proponent of a “VC’s philosophy”. Realizing the vision set by any organization is a collective enterprise. Having a far-reaching vision is important, but I believe that operationalizing and delivering on that vision is far more important. If you read the vision statement of any university, you will find the common themes of outstanding teaching, excellence in research and recognition as a leading university among its peers, but only a handful are truly able to deliver on such vision. Fundamentally, to remain on the leading edge the institutions must continuously transform and evolve, which in academia is not an easy task and does not happen at the desired pace. I personally believe that institutional leadership plays a very important role in systematically and thoughtfully building capacity and laying a sound foundation upon which the institution can continue to grow. We must realize that learning and scholarship are the core activities of a university and everything else is there to enable such activities to the best extent possible. As such, it is important that we do everything to remain focused on this mission. Faculty must be allowed the freedom, time, and the environment to be able to pursue their research interests and be the best teachers and mentors they can be. Similarly, we need to provide the best learning environment for our students to develop their strong analytical and critical thinking skills, hone personal leadership qualities, and build effective communication and social awareness traits. It is my hope to engage the entire LUMS community, including faculty, students, alumni, staff, and friends of LUMS to recognize, support, and help realize the vision I have laid for the University.

4. LUMS was faced with an accumulative financial deficit over the years, prior to your joining. What major measures were taken by you to manage the financial affairs? Can you identify any major budget cuts and endowments?

The financial challenges facing LUMS are real, and we need to deal with them both in the short term and for the long term. I realized the gravity of the financial situation soon after my arrival at LUMS.

For the past several years, we had been accumulating a deficit which was not sustainable over a long period. My foremost task was to inform the community of the financial crunch and take immediate steps to mitigate the situation by calling on financial discipline in all functions of the University. All else becomes irrelevant if an institution cannot maintain its financial health. We went through two cycles of budget cuts, primarily in the areas of capital expenditures, international travel, and marketing. We froze unfilled staff positions. And we took aggressive measures to improve financial accountability and transparency. Unlike most leading universities, we do not have an endowment and must rely on tuition and fundraising to meet our operational needs. As you know, “need-blind” admissions, and access and affordability for all are at the heart of LUMS core values. We also recognize that aspiring to be a world-class research university while remaining affordable is not an easy task. Many universities struggle with it, and we are no exception. Our trustees, alumni, and friends have many times bridged the financial needs of the University, but it is critically important that we develop a sound financial plan to secure the future of LUMS. We have, over the last year, worked very hard to balance the need for tuition increase with cost cutting measures and fundraising efforts, with the goal of achieving a zero-deficit budget in the next two years without compromising the amount of financial aid that we are able to offer to our students. It is my hope and the goal of the Resource Development Office to launch soon a capital campaign to raise an endowment of Rs. 5 billion for LUMS.

5. Has the academic growth had an effect on the University’s financial situation?

To function as a university and offer a well-rounded education, LUMS needed to develop a critical mass and desirable mix of disciplines. With its three schools, I believe LUMS has reached the threshold of an integrated, full-service university, which can more effectively serve the needs of the society than it could previously. We should not forget that LUMS is only a quarter-century old, which is infancy compared with many of the local and international universities. Accordingly, academic growth is a natural evolution which should not surprise anyone. Each new school adds more value to the existing schools and creates new opportunities for scholarship and learning. The new School of Science and Engineering is certainly a resource-intensive undertaking, but it has also raised its own funds for building the infrastructure, including through a major public-private partnership grant from the federal government. Every university begins with one school and gradually and organically adds more schools as opportunities for growth arise. In that sense, LUMS is no exception, and the lasting benefit of the School of Science and Engineering to the University will far outweigh any short-term effects that result from the current financial exigency.

6. You have experience and exposure of national as well as international universities. Where do you think LUMS can further be improved and what is that needs to be paid due attention?

LUMS has achieved a great deal over its short history and credit is due to its faculty and the Board of Trustees, who conceived and implemented an uncompromising vision of excellence, meritocracy, and transparency. Many, including staff and alumni, have worked

hard to build the prestige and reputation that LUMS enjoys today, and they all need to be congratulated for this achievement. As I have said previously, LUMS can achieve much more. World-class faculty, a culture of learning, scholarship, and innovation, a transparent and equitable governance structure, and an environment of tolerance, openness, and inclusiveness are all critical for the next level of recognition for LUMS. It is critically important that we continue to recruit the most talented students and provide them with the most enriching learning and life experience at LUMS. We need to build meaningful linkages with leading international universities for research collaboration, exchange of students, and short-term faculty visits. Campus accommodation for students and faculty has become a bottleneck which requires careful managing on our part. We will begin construction of a new female hostel this year, which should alleviate some of this pressure. Overall, we must continue to fill our faculty ranks, improve student services, and redouble our fund-raising effort. We are launching a self-evaluation and learning outcomes assessment programme this year, which I hope will provide us with the much-needed hard evidence of weaknesses and gaps to improve our curriculum and services.

"It is likewise important that we engage with the community and build linkages with other leading local universities. As we further progress toward realizing our vision, it is incumbent that our students begin to engage more effectively in community service, and that our faculty mentor and collaborate with their counterparts at other Pakistani universities. LUMS has an important role to play in the socioeconomic development of our communities and our country. Accordingly, LUMS has a responsibility and a duty to help elevate the standard of higher education and research in Pakistan by providing a model and an example for other universities. Both of these are important goals which we can realize in the coming years."

7. Concerning the student body, two major transitions were witnessed: the Q2S transition and the RC Model. How essential was the implementation of these changes?

It was critical for LUMS to have a common academic calendar among the three schools and to move to a semester based system at par with that of the majority of world class universities. This will facilitate exchange of students and faculty with international institutions, allow students to take classes across the three schools under a common framework of university academic policies, and have a predictable academic calendar for several years at a time. LUMS went through lengthy deliberations to transition to a semester-based system, but it could not implement the change despite the strong support in its favour. I am glad that we have settled this issue and successfully transitioned to the semester based system.

The thought of transitioning to a Residential College System evolved from a growing realization that the campus experience for our students was lacking and that the stress level among our students was very high. We were good at teaching, but did not pay enough attention to life outside the classroom. We believe that hostels can be much more than sleeping quarters. The residential college concept transforms hostels into socially vibrant and supportive communities in which students take ownership of their living environment. Many of the leading US universities have thriving residential colleges, and I have been associated with one at Rice University for more than a quarter of a century. This was a particularly difficult change to sell to the students, but I am glad that we were able to make a start last year with the freshmen colleges,

which hopefully will become the norm in the future. As this transformation takes hold, we will see each residential college develop its own unique identity and play a growing role in campus life.

8. While these changes are necessary they are also challenging for the students to adopt. How long do you think this new system will take to run smoothly?

Change is never easy. I commend the maturity of LUMS students who, despite their initial apprehension and reservation, embraced these changes in good spirit and for the long-term benefit to the University. I am also grateful to the many faculty, staff, and students who worked very hard behind the scenes to minimize the impact of these changes on students and adhered to the very demanding timeline of completing the transition within a year. To many, these changes have already become routine and will become a way of life once the current class of juniors and seniors have graduated. The newly established offices of Student Affairs, Registrar, and Career Services have played a very important role in reassuring the students that LUMS is committed and on the path to providing the best possible campus life experience to all its students.

9. In what ways can students approach you?

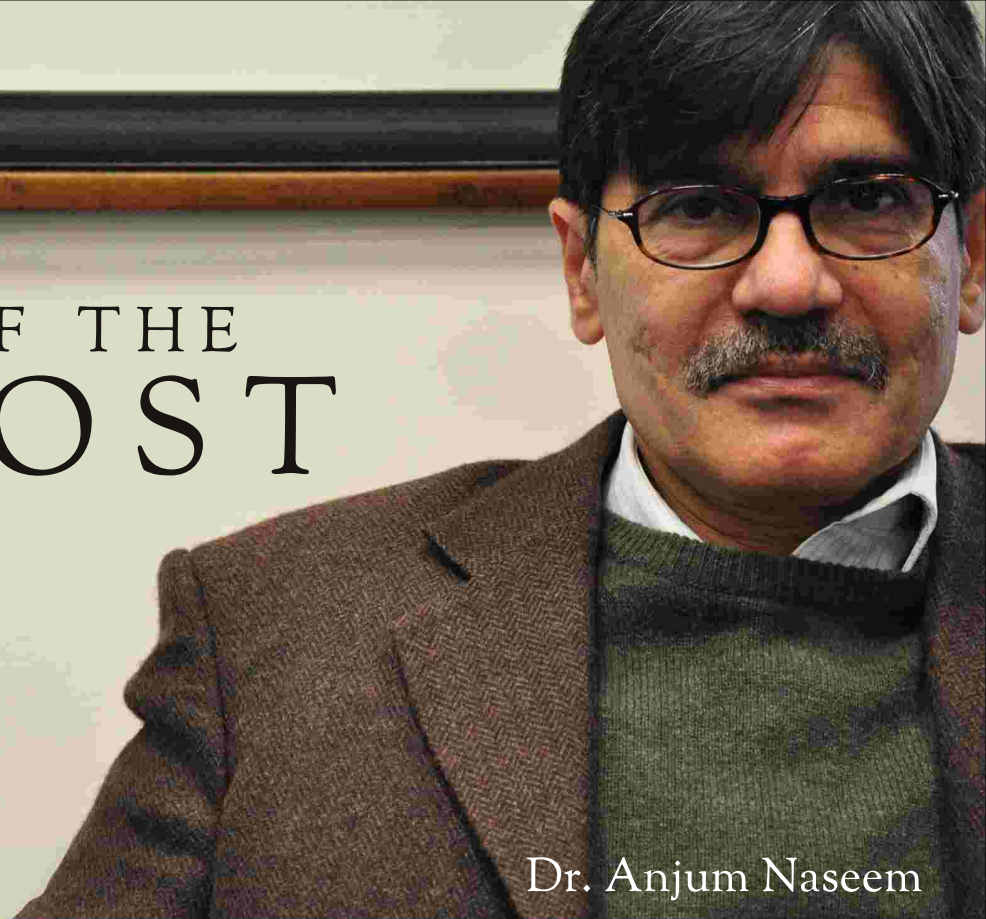
Despite my very busy daily schedule, I make every effort to attend student events, invite students for social get-togethers at my house, have open hours for students at my office, and be at the sports complex, as often as my time permits, to engage with the students in athletic activities. Nothing is more important to me than to remain connected and available to students. We have made much progress in creating multiple contact points to solve student problems, but we must do much more than that. I continue to impress upon various University services to be responsive to student needs, and the results are encouraging. As they say, the buck stops with me and I can always be contacted through my assistant.

10. What campus sustainability success are you most proud of?

We have achieved a great deal over the past year-and-a-half, which has brought a number of positive changes to the campus organization and helped us progress toward the ultimate goal of building a world-class university. Many changes have perceptibly improved the campus environment, while others will be of long-term benefit. Among the most recent initiatives is the implementation of a shared governance system to improve transparency and to involve faculty, students and staff in policy-making and governance of the University. It will take some time for the shared governance system to take hold and the collective mindset to develop, but I am very optimistic and committed to long term value of this effort.

When you mentioned sustainability, my thoughts immediately jumped to another matter which I greatly value and hope that LUMS will embrace it also. It is the sustainability of the campus environment. We need to become an exemplary green campus in which we reduce waste, recycle materials, reduce energy need, and maintain a clean environment. This is on my wish list and I hope to find one or more student clubs or societies who would become a partner in this initiative.

OFFICE OF THE PROVOST



Dr. Anjum Naseem

The provost's work is expected to fulfill the University's mission to support excellence by advancing the frontiers of knowledge through the integration of research, teaching and service to others. The provost will:

- Provide critical leadership as LUMS transitions to a research university of global repute.
- Strengthen scholarship and research, and enable faculty and staff to take their place amongst the world's distinguished scholars.
- Build on the spirit of critical thinking and inquiry that is central to LUMS' pedagogical approach.
- Collaborate in the strategic planning and budgeting of academic programmes and academic and research initiatives.
- Develop systems and processes for assessment and evaluation of the academic programmes at LUMS.
- Help create a diverse student body, which is both international and represents the cross-section of Pakistan's society, without compromising merit.
- Strengthen the faculty body by attracting, recruiting and retaining highly talented scholars and teachers.
- Work with the Faculty Council to review and update University policies.
- Advise the Vice Chancellor on all academic and related matters affecting the University.

The following departments/offices currently report to the provost:

Registrar's Office.
Library.
Office Of Student Affairs.
Career Services Office.

Over the course of 2009, the provost's office has been involved in the following:

- 1) Tenure Policy: The LUMS tenure policy has been formally approved by the Management Committee and appointments are being made on tenure track. Provost's office has been involved with the tenure process, appointment and promotion process and ensuring all three schools are on the same page regarding tenures and appointments.
- 2) Governance Documents: Faculty/University Council documents have been established and now various committees, like the election committee, are being put together. The process started almost three years ago and has now reached its culmination.
- 3) The Search Committee for SSE Dean: The provost's office has made its recommendations for this position and an offer has been made to the candidate.
- 4) Preparing new policies and putting them through approval: Currently three such policies are under work: faculty leave policy, sexual harassment policy and faculty disciplinary policy (all faculty related policies are under the provost as well as students policies; however policies can originate at other points).

5) Quarter to Semester System: Overall in-charge was Tariq Jadoon but at various points input from provost's office was given.

6) Admission Committee Meetings/ Process: Along with the VC's office, the provost's office deals with admissions.

7) Operational Issues: Faculty disciplinary cases, weekly VC council meetings and many agenda points are driven by provost's office (both policy related and operational points).

8) Interface with Media: This is also a task that the office has to perform occasionally.

9) Academic Evaluation and Assessment: This is an important task and ensures quality as well as driving improvements. An advisory board has been set up in SHSSL. SSE already has it and SDSB has outside accreditations.

10) Acting VC in VC's absence.

The University appointed its first provost on 16 March, 2009. The provost is the chief academic officer; reports directly to the Vice Chancellor, and works closely with the deans of the three schools.



PERSIAN
COLLECTION

**TEACHING
& LEARNING**



Dr. Shaukat Ali Brah

SDSB
THE SULEMAN DAWOOD
SCHOOL OF BUSINESS

SDSB RESEARCH PUBLICATIONS

2008-09

Faculty	CoFID	CoFID ₂	Output	Citation
Arif N. Butt	Choi, J. N.		Journal	"Emotion-based model of negotiation process: The role of emotion in dyadic negotiation"
Imran Ali			Book Chapter	"Power and Islamic Legitimacy in Pakistan", Reid and M. Gilsenan (eds), Islamic Legitimacy in a Plural Asia, NUS, Singapore.
Farzad Rafi Khan	KM		Journal	"How the west won: The dark side of institutional entrepreneurship", Organization Studies
Farzad Rafi Khan			Journal	"Clock 8, 'Latrine, regular work, 8 A load pay': Lessons from a critical examination of an international organization/decision.
Arif I. Rana	Khan, J. H.		Book	"Achieving Competitive Advantage in Pakistan's Knitwear Garments Industry", LUMS Case Research Center. (2009)
Arif N. Butt	Rashid, Yasar	Hemani, Shezeen	Journal	"Human Resource Management at Oceatic Airways", Asian Journal of Management Cases, 6(1), 2009: 5-26.
Imran Ali			Book Chapter	"Pakistan: Political Economy and Post-2000 Developments" in Book titled "Pakistan in Regional and Global Politics" edited by Rajshree Jetly by Routledge - Taylor & Francis Group: Delhi, London 2009: 235-261.
Imran Ali			Book Chapter	"Imperialism, Extremism and the Withering State" from Book due July 2009
Imran Ali		Bashir, Mohsin	LUMS/NGO	"TUSDEC", LUMS Case Research Center (05-739-2009-01)
Ehsan-ul-Haque			Book	"Current Status and Prospects of Female Employment in the Apparel Industry in Pakistan", UNDP. (2009)
Faheem-ul-Islam			Conf Paper	"Potential Role of Clusters in Alleviating Poverty and in Improving Social Cohesion", 12th Annual Conference of The Competitiveness Institute (TCI), Jyvaskyla, Finland, October 12-16, 2009.
Jamshed H. Khan	Rana, A.L.		Book	"Achieving Competitive Advantage in Pakistan's Knitwear Garments Industry", LUMS Case Research Center. (2009)
Arif I. Rana	Bhutta, Khurram S	Asad, Usman	Journal	"Owner Characteristics and health of SMEs in Pakistan", Small Business and Enterprise Development, 15(1), pp. 130-149, 2008.
Arif I. Rana	Asad, Usman		LUMS/NGO	"The Layton-Rahmatullah Benevolent Trust: Free Eye Care and Cancer Hospital, Lahore.", Managing NGOs in Developing Countries: Volume Five: Health and Environment. Karachi: Oxford University Press, 2008. 37-52.
Arif I. Rana	Ghani, Jawaid I.	Bhutta, M. K. S.	Journal	"The Economics of Outsourcing in a De-Integrating Industry" Journal of International Business Research, 7:1 (2008): 47-60.
Anwar Khurshid			LUMS Case	"Implementing Performance Management System at Packages Limited", LUMS Case Research Centre. LUMS No. 05-737-2008-1.
Arif N. Butt	Hemani, Shezeen		LUMS	"Polo Lounge, the restaurant in a colonial setting - LUMS No: 23-063-2008-1"
Arif N. Butt	Hemani, Shezeen	Rashid, Yasar	LUMS Case	"Human Resource Management at Oceatic Airways - LUMS No: 05-738-2008-1"
Arif N. Butt	Raja, Usman	Bilgrami, S. R.	Conf Paper	"Relationship between Job Stress, Burnout, and Outcomes", presented in 68th AOM Conference held in Anaheim, CA, USA on August 8-13, 2008.
Arif N. Butt		Choi, Jin Nam	Conf Paper	"Negotiator Power as a Moderator of the Relationship Between Negotiator Emotion and Behavior", 53rd Annual Conference of Administrative Sciences Association of Canada (ASAC 2009), Niagara Falls, Canada, June 6-9, 2009.
Arif N. Butt		Choi, Jin Nam	Journal	"Does Power Matter? Negotiator Status as a Moderator of the Relationship Between Negotiator Emotion and Behavior", International Journal of Conflict Management.
Imran Ali			Book Chapter	"Power and Islamic Legitimacy in Pakistan", Book: Islamic Legitimacy in a Plural Asia, edited by Anthony Reid and Michael Gilsenan by Routledge - Taylor & Francis Group. 117-138.
Imran Ali			Conf Paper	"Multiple Crises? Post-Musharraf Political, Economic and Strategic Challenges Facing Pakistan", Conf on South Asia: Environment and Human Security, Canberra, Australia on Oct. 2-3, 2008.
Imran Ali			Article	"Crises of Governance", Cover Article in the Interantional Institute for Asian Studies Newsletter # 49 (Autumn 2008) 1-4: Leiden University, Netherlands.
Imran Ali			Conf Paper	"Pakistan's Challenges of Sustainability at the Transition to Democracy", Institute of Southasian Studies, National University of Singapore, Oct. 16, 2008.

Faculty	CoFID	CoFID2	Output	Citation
Imran Ali		Malik, A.	Conf Paper	"The Political Economy of Industrial Development in Pakistan", in the 5th Conference on Growth, Trade and Development at Lahore School of Economics on May 8, 2009.
Imran Ali		Malik, A.	Conf Paper	"Elite Formation and its Impact on Economic Development in Pakistan", UNU-Wider Conference on Role of Elites in Economic Development, Helsinki, Norway on June 12-13, 2009.
Imran Ali			Conf. Presentation	"From Crises to Chaos? Recovery Prospective Emerging Narrative on Pakistan", at LUMS/SHSSL International Conference on Macroeconomic Stabilization, Recovery and Social Protection, June 29-30, 2009.
Ehsan-ul-Haque		Arifeen, Shehla	Journal Case	"Zareen and Majid Durrani", Asian Journal of Management Cases, 5 (1) (2008): 41-54.
Farzad Rafi Khan	Boje, D. M.		Journal	"Story-Branding by Empire Entrepreneurs: Nike, Child Labour, and Pakistan's Soccer Ball Industry", in the Journal of Small Business and Entrepreneurship 22.1 (2009): 9-24.
Faheem-ul-Islam			Conf Paper	"Local Interdependency to Global Competitiveness: Socioeconomy of An Agglomeration of SMEs in Transition Economy", at the 19th Annual American Society of Competitiveness Conference, in Orlando, Florida, USA on November 6-8, 2008.
Faheem-ul-Islam			Conf Paper	"Entrepreneurship and SME Development in Regional Clusters of Developing Countries", Presented in ICSB World Conference 2008 held in Halifax, Canada on June 22-25, 2008.
Faheem-ul-Islam			Journal	"Local Interdependency to Global Competitiveness: Socioeconomy of an Agglomeration of SMEs in Transition Economy" in the Journal Competition Forum 6.2 (2008): 271-279.
Faheem-ul-Islam			Conf Paper	"Impart of Clustering on Innovation, Entrepreneurship and Organization of SMEs in Transition Economies", 11th Annual Global Conference of the Competitiveness Institute (TCI), October 29-31, 2008, Cape Town, South Africa.
Irfan Butt			Conf Paper	"Understanding the Concept of Positioning: A Step Towards Defining the Construct", in SAICON 2008, held in Bhurban, Murree on November 12-14, 2008. [Best Paper Award]
Irfan Butt	Kumar, Vinod	Kumar, Vinod	Conf Paper	"Achieving Alignment between Manufacturing & Marketing through Positioning Strategy", Applied Business and Esp. Association Int., Maui, Hawaii, USA on Nov. 16-20, 2008. [Best Paper Award]
Irfan Butt	Tariq, Adeel		Conf Paper	"Development of Manufacturing Strategy: An Empirical Study in Pakistan", ABRC 2009, Islamabad, Pakistan. Feb. 21, 2009
Irfan Butt			Conf. Proceedings	"Taxonomy of Positioning Strategies based on Synthesis from three decades", International Applied Business Research Conference, San Antonio, Texas, USA. March 16-19, 2009
Irfan Butt	Kumar, Vinod	Kumar, Vinod	Conf Paper	"Factors Influencing Development of Manufacturing Strategy: An Empirical Investigation", 53rd Annual Conference of Administrative Sciences Association of Canada (ASAC 2009), Niagara Falls, Canada, June 6-9, 2009.
Irfan Butt			Conf Paper	"Development of Manufacturing Strategy: An Empirical Study in Pakistan", Applied Business Research Conference, Islamabad on February 21, 2009.
Jawaid A. Ghani	Rana, Arif I.	Bhutta, M. K. S.	Journal	"The Economics of Outsourcing in a De-Integrating Industry" Journal of International Business Research, 7.1 (2008): 47-60.
Jamshed H. Khan	Mian, Sarfraz A.	Fayyaz, Anjum	Journal	"State of Entrepreneurship and Globalization in Pakistan", International Journal of Business and Globalization, 3.3 (2009): 271-287.
Jamshed H. Khan	Bhutta, M. Khurram S.	Asad, Usman. & Omar, Adnan.	Journal	"An Exploratory study of the characteristics affecting the success of SMEs in Pakistan", International Journal of Entrepreneurship and Small Business, 7.1 (2008): 107-122.
Kamran Ali Chatha			Conf Paper	"Islamic Perspective to Enterprise Design", 1st Int. Conference of the South Asian Chapter of AGBA, Bhurban, Murree, November 12-14, 2008.
Nasir Afghan			Conf Paper	"The Challenges of Leadership Development within the Public Sector Organization: A case study of a Nuclear Regulatory Authority in Pakistan, at NESTET 2008 Conference, Budapest, Hungary, May 4-8, 2008.
Nasir Afghan			Conf Paper	"How do transformational leaders transform themselves: three case studies in Pakistan", 1st Int. Conference of the South Asian Chapter of AGBA, Bhurban, Murree, November 12-14, 2008.
Nadir Budhwani			Conf Paper	"Human Resource Development in Pakistan: An Overview", The 9th International Conference on HRD Research and Practice Across Europe, Lille, France, May 21-23, 2008.
Nadir Budhwani			Conf Paper	"The Role of Human Resource Development in a Community Setting in Minnesota: Case Study Research Findings", The 9th International Conference on HRD Research and Practice Across Europe, Lille, France, May 21-23, 2008.
Naim Sipra	Batool, Fatima		LUMS/NGO	"Healthcare in Pakistan: An Overview.", Managing NGOs in Developing Countries: Volume Five: Health and Environment. Karachi: Oxford University Press, 2008. 1-14.
Naim Sipra	Batool, Fatima		LUMS/NGO	"Private Sector Hospital Waste Management Programme.", Managing NGOs in Developing Countries: Volume Five: Health and Environment. Karachi: Oxford University Press, 2008. 65-80.
Naim Sipra	John, Shakeela		LUMS/NGO	"AIDS Awareness Society, Lahore.", Managing NGOs in Developing Countries: Volume Five: Health and Environment. Karachi: Oxford University Press, 2008. 99-122.
Naim Sipra			LUMS/NGO	"Arjun's Last Battle.", Managing NGOs in Developing Countries: Volume Five: Health and Environment. Karachi: Oxford University Press, 2008. 143-150.
Naim Sipra	John, Shakeela		LUMS/NGO	"Fatimid Foundation Pakistan: A Symbol of Hope.", Managing NGOs in Developing Countries: Volume Five: Health and Environment. Karachi: Oxford University Press, 2008. 15-36.
Omar Haroon			LUMS/NGO	"Zarrar Shaheed Trust Hospital" Financial Feasibility Study.", Managing NGOs in Developing Countries: Volume Five: Health and Environment. Karachi: Oxford University Press, 2008. 123-134.

SDSB RESEARCH AND PUBLICATIONS 2009-10

Serial #	Publication	Authors	Output
1	Achieving Competitive Advantage in Pakistan's Knitwear Garments Industry	Dr. Jamshed H Khan Dr. Arif Iqbal Rana	Book
2	Current Status and Prospects of Female Employment in the Apparel Industry in Pakistan	Dr. Ehsan ul Haque	Book
3	Pakistan: Political Economy and Post-2000 Developments in Book titled "Pakistan in Regional and Global Politics"	Dr. Imran Ali	Book - Chapter
4	"TUSDEC", LUMS Case Research Center	Dr. Imran Ali	NGO Case
5	"Human Resource Management at Oceanic Airways", Asian Journal of Management Cases, 6(1), 2009: 5-26.	Dr. Arif N Butt Ms. Shezeen Hemani Mr. Yasar Rashid	Journal Case

SDSB NEW FACULTY MEMBERS '08-'09

Name	Joining Date
Dr. Irfan Butt, Assistant Professor	31 July, 2008
Mr. Saad Azmat, Teaching Fellow	21 August, 2008
Ms. Ayesha Bhatti, Assistant Professor	1 December, 2008
Mr. Ateeq Abdul Rauf, Research Fellow	4 May, 2009
Dr. Kamal A. Munir, Visiting Professor	15 May, 2009





Dr. Ijaz Nabi

SHSSL

THE SCHOOL OF HUMANITIES,
SOCIAL SCIENCES AND LAW

SHSSL FACULTY'S RESEARCH PUBLICATIONS

Serial #	Publication	Authors
1	Recruitment and Wage Systems in forced labour environments	Ali Khan
2	The changing face of bonded labour in Pakistan	Ali Khan
3	Globalization and its impact on the societies of the "South"	Magid Shihade
4	War on Terror and responses of Muslim societies to these challenges	Magid Shihade
5	Ideas and Realities of Regional Integration in the Muslim World	Ejaz Akram
6	The Muslim World & Globalization: Modernity & the Roots of Conflict	Ejaz Akram
7	Relationship of Religion & Culture	Ejaz Akram
8	Pakistan's Western Borderlands: Tribe, State & the International System	Rasul Bakhsh Rais
9	Resurrecting Pakistani State: Civil Society and Democratic Movement	Rasul Bakhsh Rais
10	Ethnicity, Identity and Nation-Building	Rasul Bakhsh Rais
11	Gender based violence: An investigation of people's belief in rape myths, and it's sources and social consequences; An exploration of sexual harassment in Pakistan; Assessing projects instituted by development organizations to work on the issue of gender based violence	Sadaf Ahmad
12	Gender, religion, and social movements: An exploration of Al-Huda as a social movement	Sadaf Ahmad
13	Islamic feminism, Non Muslim religious minorities in Pakistan	Sadaf Ahmad
14	Role of faith communities in conflict transformation and long-term development	Mohammad Waseem
15	Kinship: Kinship and marriage of different regions of Pakistan, and relating the findings to other areas of the world in order to locate the Pakistani cultural contexts within a global perspective	Anjum Alvi
16	Muslim veiling: the Muslim concept of pardah concentrating on Punjabi variations and their meanings as well as their relation with the global debate on the topic	Anjum Alvi
17	Law and governance; relationship between state-, non-state-, and mixed sources of law in South Asia	Livia Holden



Dr. Shahab Baqai

SSE
THE SCHOOL OF SCIENCE AND
ENGINEERING

DEPARTMENT OF BIOLOGY

Research Projects

Name Of Principal Investigator	Research Grants	Starting Date	Duration	Total Amount (Estimate)	Status
Dr. Shahid Khan	Bio-Nanotechnology Initiative (HEC-BC)	Jan '07	3 Years	6,500,000	On-going
Dr. Tariq Butt	Studies on the Molecular Basis of Deafness disorders caused by Myosin-VI variants (HEC)	Sep '09	2 Years	5,185,091	On-going

Publication Awards

Publication	Author	Co Authors	Journal Name
Automatic Tracking of Escherichia Coli In Phase-Contrast Microscopy Video	Shahid Khan	Jun Xie, Mubarak Shah	IEEE Trans. Biomed. Engin. 56:390-99
Helicobacter urease: Niche construction at the single molecule level	Shahid Khan	Asim Karim, Shaheryar Iqbal	J. Biosci. 34:503-11
Introducing simulated cellular architecture to the quantitative analysis of fluorescent microscopy	Shahid Khan	Mark A. DePristo, Lynne Chang, Ronald D. Vale and Karen Lipkova	Prog. Biophys. Mol. Biol.100:25-32
Myosin motors drive long-range alignment of actin filaments	Tariq Butt, Shahid Khan	Tabish Mufti, Ahmad Humayun, Sohaib Khan and Justin E. Molloy	Journal Biol. Chem. ePub M109.044792

DEPARTMENT OF CHEMISTRY

Paper/Book Publications

Description	Author	Journal	Title
Langmuir, 2009, 25, 1934.	Irshad Hussain, Mathias Brust, Justas Barauskas and Andrew I. Cooper	Langmuir (American Chemical Society)	Controlled step growth of molecularly linked gold nanoparticles – from metallic monomers to dimers to polymeric nanoparticle chains
Gold Bulletin, 2009, 42, 133.	Roger Ristau, Ramchandra Tiruvallam, Patrick L. Clasen, Edward P. Gorskowski, Martin P. Harmer, Christopher J. Kiely and Irshad Hussain & Mathias Brust	Gold Bulletin (World Gold Council)	Thermal stability studies of self-assembled arrays of gold nanoparticles
Chem. Comm. 2009, 38, 5731	Britt A. Vanchura, II, Man Kin Tse, Richard J. Staples.	Chemical Communications (Royal Chemical Society)	Getting the sterics just right: a five-coordinate iridium trisboryl complex that reacts with C-H bonds at room temperature
Canadian J. of Chemical Engineering 2009, 87	Riaz Ahmad, Tayyaba Yamin (Now Tayyaba Asim), M. Shahid Ansari, M. Mansha Chaudhry	Canadian J. of Chemical Engineering (John Wiley & Sons Inc.)	Effect of nickel coating on carbon for adsorption of cadmium from aqueous solutions

DEPARTMENT OF CHEMISTRY

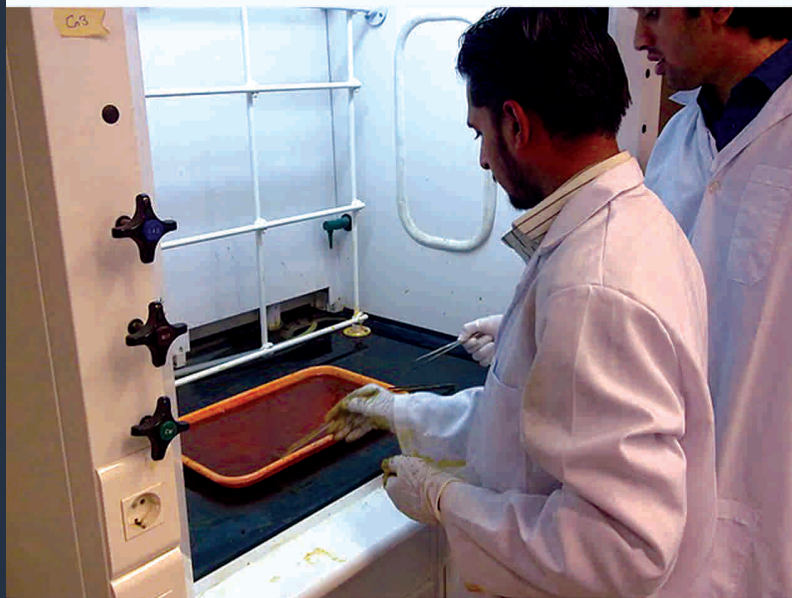
Research Projects

Name of Principal Investigator	Title of research
Irshad Hussain, Vincent M. Rotello	Nanoparticle Clusters as Drug Delivery Systems

In addition, Dr. Hussain is also supervising the technical research aspects of Nanobiotech project (Rs. 155 Million) at National Institute for Biotechnology & Genetic Engineering (NIBGE), Faisalabad, being its ex-PI/Project director, as a part of commitment between NIBGE/LUMS. The chemistry faculty is also drafting a few more research projects related to solar cells, catalysts development, and nanoparticles applications in disease diagnostics/treatment etc. to be submitted to Higher Education Commission (HEC) soon. Recently, two RAs have been hired to initiate chemistry research at SSE. Hina Zahid is working with Falak Sher to develop electromagnetic materials. Zajif Hussain is working with Irshad Hussain to develop nanoparticles-based antimicrobial paints in collaboration with Descon Chemicals, Lahore.

Publication Awards

Publications	Author(s)	Co-Author(s)	Journal Name
Controlled step growth of molecularly linked gold nanoparticles – from metallic monomers to dimers to polymeric nanoparticle chains	Irshad Hussain	Mathias Brust, Justas Barauskas and Andrew I. Cooper	Langmuir (American Chemical Society)
Thermal stability studies of self-assembled arrays of gold nanoparticles	Christopher J. Kiely	Roger Ristau, Ramchandra Tiruvalam, Patrick L. Clasen, Edward P. Gorskowski, Martin P. Harmer, Irshad Hussain & Mathias Brust	Gold Bulletin (World Gold Council)
Getting the sterics just right: a five-coordinate iridium trisboryl complex that reacts with C-H bonds at room temperature	Ghayoor A. Chotana, Robert E. Maleczka Jr and Milton R. Smith	Britt A. Vanchura, II, Man Kin Tse, Richard J. Staples.	Chemical Communications (Royal Chemical Society)
Effect of nickel coating on carbon for adsorption of cadmium from aqueous solutions	Riaz Ahmad	Tayyaba Yamin (Now Tayyaba Asim), M. Shahid Ansari, M. Mansha Chaudhry	Canadian J. of Chemical Engineering (John Wiley & Sons Inc)



DEPARTMENT OF PHYSICS

Research Projects

Name of Principal Investigator	Title of research	R.A Name(s)
Dr. Sabieh Anwar	Faraday Effect in giant magnetic moment structures	Aysha Aftab, Rabiya Salman
Dr. Sabieh Anwar	Physiological Measurements	Umer Hassan
Dr. Sabieh Anwar	Temperature dependent susceptibility Measurement of paramagnetic materials	Wasif Zia
Dr. Sabieh Anwar	Computational X-ray crystallography	Hadijah Bint Monir
Dr. Sabieh Anwar	Specific Heat Measurement using a home-built flow cryostat	Waqas Mahmood, Wasif Zia
Dr. Sabieh Anwar	Demonstrations of vector calculus using fluid flows	Ahmed Waqas Zubairi
Dr. Sabieh Anwar	Lifetime of muons	Sohaib Shamim
Dr. Sabieh Anwar	Programmable nuclear electronics using CPLD's	Rameez Ahmad
Dr. Sabieh Anwar	Design and construction of atomic force microscope	Muhammad Wasif
Dr. Sabieh Anwar	Dielectric Measurement	Afaq Habib Piracha
Dr. Sabieh Anwar	Van de Graaf generator	Asma Khalid
Dr. Sabieh Anwar	Pulse Oximetry - Measuring Oxygen in the Blood	Umer Hassan
Dr. Sabieh Anwar	The SQUID (Superconducting Quantum Interference Device) as a Quantum Interferometer	Asma Khalid
Dr. Sabieh Anwar	Band-gap of semiconductors	Amrozia Shaheen

Publications

Authors' Name(s)	Journal	Title
Amer Iqbal, Can Kozcaz, Cumrun Vafa	Journal of High Energy Physics (JHEP)	The Refined Topological Vertex
Umer Hassan, Sohaib Shamim and Muhammad Sabieh Anwar	European Journal of Physics	Simple circuit for investigating noise in the undergraduate laboratory
Sohaib Shamim, Wasif Zia and Muhammad Sabieh Anwar	American Journal of Physics	Investigating viscous damping using a webcam
Rafiullah, Muhammad Sabieh Anwar	Concepts in Magnetic Resonance Part A	Undesired gradients in low field magnetic resonance imaging
L.S. Bouchard, Muhammad Sabieh Anwar, G. L. Liu, B. Hann, H. Xie, G.W. Gray, X. Wang, A. Pines, F. Chen	Proceedings of National Academy of Science	Picomolar sensitivity MRI and photoacoustic imaging of Co nanoparticles
Muhammad Sabieh Anwar, Louis-S Bouchard, S. R. Burt, K. Kovtunov, I. Koptyug, A. Pines		Hyperpolarized gas-phase MR imaging of reactions in microreactors
S.M. Ramay, S.A. Siddiqi, M.S.Anwar, S-C. Shin	Chinese Physics Letters	

Publication Awards

Publication	Author(s)	Co-Author(s)	Journal Name
A Variable Block Size Motion Estimation Algorithm for real-time H.264 Video Encoding	Nadeem A Khan, Shahid Masud	Amna Ahmad	Signal Processing: Image Communication (Elsevier) ISSN 0923-5965

DEPARTMENT OF MATHEMATICS

Publications

Description	Authors' Name(s)	Journal	Title
Paper	N Raza, S Sial, SS Siddiqi, T Lookman	Journal of Computational Physics	Energy minimization related to the nonlinear Schrodinger equation
Paper	N Raza, S Sial, SS Siddiqi	Journal of Computational Physics	Sobolev gradient approach for the time evolution related to energy minimization of Ginzburg-Landau functionals
Paper	N Raza, S Sial, SS Siddiqi	Journal of Computational Physics	Approximating time evolution related to Ginzburg-Landau functionals via Sobolev gradient methods in a finite-element setting
Paper	Masood Hussain Shah	J. Operator Theory	Limits of Pure Functionals of C*-algebras
Paper	Peter R. Kramer, Juan C. Latorre and Adnan A. Khan	Communications in Mathematical Sciences	Two Coarse Graining Studies of Stochastic Models in Molecular Biology
Paper	Adnan A Khan		Non Standard Homogenization Theory for transport by a Strong Mean Flow and Periodic Fluctuations
Paper	R. Naz, I. Naeem and S. Abelman	Journal of Nonlinear Analysis: Real World Applications	Conservation laws for Camassa-Holm equation, Dullin-Gottwald-Holm equation and Generalized Dullin-Gottwald-Holm equation
Paper	I. Naeem and F. M. Mahomed	Nonlinear Dynamics	Approximate partial Noether operators and first integrals for coupled nonlinear oscillators
Paper	F. M. Mahomed, I. Naeem and A. Qadir	Journal of Nonlinear Analysis: Real World Applications	Conditional linearizability criteria for a system of third-order ordinary differential equations
Paper	I. Naeem and R. Naz	International Journal of Nonlinear science	Wall jet on a hemi-spherical shell: conserved quantities and group invariant solution
Paper	T. Hayat, I. Naeem, M. Ayub, A. M. Siddiqui, S. Asghar and C. M. Khalique	Journal of Nonlinear Analysis: Real World Applications	Exact slutions of second grade aligned MHD fluid flow with prescribed vorticity
Paper	I. Naeem, F.M. Mahomed and R. Naz	Journal of Applied Mathematics and Computations	Conservation laws and group invariant solutions for a wall jet on a hemi-spherical shell
Paper	I. Naeem and F.M. Mahomed	International Journal of Nonlinear Mechanics	Approximate partial Noether operators and first integrals for a system of two coupled van der Pol Duffing oscillators with linear diffusive coupling
Paper	I. Naeem and F.M. Mahomed	Journal of Applied Mathematics and Computations	Noether, partial Noether operators and first integrals for a system of two linearly coupled nonlinear oscillators
Paper	I. Naeem and F.M. Mahomed	Journal of Nonlinear Mathematical Physics	Complex Lie symmetries for systems of partial differential equations
Paper	I. Naeem and F.M. Mahomed	Journal of Mathematical Analysis and Applications	First integrals for systems via complex partial Lagrangians
Paper	I. Naeem and F.M. Mahomed	Journal of Nonlinear Analysis: Real World Applications	Complex Lie symmetries for higher order differential equations
Paper	A. Azam and I. Beg	Math. & Computer Modelling	Common fixed points of fuzzy maps
Paper	I. Beg and B.S. Thakur	Int. J. Modern Math	Solution of random operator equations using general composite implicit iteration process
Paper	I. Beg and A.R. Butt	Carpathian J. Math.	Fixed point for weakly compatible mappings satisfying an implicit relation in partially ordered metric spaces
Paper	I. Beg, A. Jahangir and A. Azam	Asian-European J. Math.	Random coincidence and fixed points for weakly compatible mappings in convex metric spaces
Paper	I. Beg and S. Ashraf	Fuzzy Information and Engineering	Fuzzy dissimilarity and distance functions
Paper	I. Beg and A.R. Butt	Nonlinear Analysis Series A: Theory, Methods & Applications	Fixed point for set valued mappings satisfying an implicit relation in partially ordered metric spaces
Paper	A. Azam, M. Arshad and I. Beg	Chaos, Solitons and Fractals	Fixed points of fuzzy contractive and fuzzy locally contractive maps
Paper	A. Azam, M. Arshad and I. Beg	J. Nonlinear Sci. Appl.	Common fixed point theorems in cone metric spaces
Paper	A. Azam, M. Arshad and I. Beg	Applicable Analysis and Discrete Math.	Banach contraction principle on cone rectangular metric spaces
Paper	I. Beg and S. Ashraf	New Math. & Natural Computation	Fuzzy inclusion and fuzzy similarity with Gödel implication operator
Paper	I. Beg and M. Abbas	Communication on Applied Nonlinear Analysis	Existence of common fixed points in Menger spaces

Description	Authors' Name(s)	Journal	Title
Paper	I. Beg and S. Ashraf	Applied and Computational Mathematics	Similarity measures for fuzzy sets
Paper	I. Beg and S. Ashraf		Fuzzy Relations
Paper	KC Das, FM Bhatti, SG Lee, I Gutman	MATCH Communications in Mathematical and in Computer Chemistry	Spectral Properties of the He Matrix of Hexagonal Systems
Paper	DK Arrowsmith, FM Bhatti and JW Essam	Physics A	Maximal Fermi walk Configurations on Square Lattice and Young Tableaux
Paper	Duk-Sun Kim, Sang-Gu Lee, and FM Bhatti	Fibonacci Quarterly	Fibonacci Sequences and the Winning Conditions of the Blackout Game
Paper	Shahbaz, M. Q. and Hanif, M.	World App. Sci. J.	A general Shrinkage estimator in survey sampling
Paper	Hassan, Y., Shahbaz, M. Q. and Hanif, M.	World App. Sci. J.	Empirical comparison of some approximate variance formulae of Horvitz–Thompson estimator
Paper	Shahbaz, M. Q. and Hanif, M.	Pak. J. Stat.	Some Improved Estimators in Multiphase sampling
Paper	Shahbaz, M. Q. and Hanif, M	Sci. Int.	On Some Shrinkage Estimators in Survey Sampling
Paper	Kamal, A., Shahbaz, M. Q. and Hanif, M.	Pak. J. Statist.	Modified Regression type Estimator in two phase sampling using arbitrary probabilities
Paper	Bokhari, S. A. H., Khan, A. A., Tatakis, D. N., Azher M., Hanif, M. and Izhar, M.	Periodontol	Non surgical periodontal therapy lower serum inflammatory markers: A pilot study
Paper	Hanif, M., Shahbaz, M. Q. and Ahmad, Z	Pak. J. Statist.	Some Improved Estimators in Multiphase Sampling
Paper	Ahmad, Z, Hanif, M. and Ahmad, M	Pak. J. Statist.	Generalized regression-cum-ratio estimators for two phase sampling using multi-auxiliary variables
Paper	Hanif, M., Ahmed, Z. and Ahmad, M	Pak. J. Statist.	Generalized Multivariate Ratio Estimators using Multi-Auxiliary Variables for Multi-Phase Sampling
Paper	Dara, S. T., Hanif, M., Khaliq, A., and Ahmad, M	Pak. J. Statist.	An f-type test based on the ratio of the largest to the smallest ranges from independent samples equal sizes
Paper	M. Abbas, B.E. Rhodes	Applied Math. Letter	Fixed and periodic point results in cone metric spaces
Paper	M. Abbas, B.E. Rhodes	Applied Math. Letter	Fixed Point Theorems for two New Classes of Multivalued Mappings
Paper	M. Abbas, B.E. Rhodes	Journal of Advanced Mathematical Studies	Necessary and sufficient condition for common fixed point theorems
Paper	M. Abbas, I. Altun & D. Gopal	Bulletin of Mathematical Analysis and Applications	Common fixed point theorems for non-compatible mappings in fuzzy metric spaces
Paper	M. Abbas, B.E. Rhodes	Applied Mathematics and computations	Common fixed point results for non commuting mappings without continuity in generalized metric spaces
Paper	M. Abbas, D. O Regan	Demonstratio Mathematica	Necessary and sufficient conditions for common fixed-point theorems in fuzzy metric spaces
Paper	M. Abbas, B.E. Rhodes	Carpathian Journal of Mathematics	A fixed point results for asymptotically nonexpansive mappings on an unbounded set
Paper	I. Beg & M. Abbas	Communication and Applied Nonlinear Analysis	Existence of common fixed point in Menger spaces
Paper	M. Abbas, B.E. Rhodes & T. Nazir	Mathematical Communications	Common fixed points of generalized contractive multivalued mappings in cone metric spaces
Paper	M. Abbas & A. R Khan	Fixed point theory and applications	Common fixed points of generalized contractive hybrid pairs in symmetric spaces
Paper	M. Abbas & M. Ali Khan	International journal of mathematics and mathematical sciences	Common fixed point theorem of two mappings satisfying a generalized weak contractive condition
Paper	Mohammad S. R. Chowdhury and Kok-keong Tan	Central European Journal of Mathematics (CEJM) Vol. 6, No.4	Generalized variational-like inequalities for pseudo-monotone type III operators
Paper	Mohammad S. R. Chowdhury and Kok-keong Tan	Positivity, Vol. 13, No. 3	Generalized bi-quasi-variational inequalities for quasi-pseudo-monotone type I operators on compact sets
Paper	Mohammad S.R. Chowdhury and Sharafat Ali	International Journal of Pure and Applied Mathematics, Vol. 49, No. 3	Generalized bi-quasi-variational inequalities for quasi-pseudo-monotone type I operators in non-compact settings
Paper	Mohammad S.R. Chowdhury and (late) Professor Dr. Enayet Tarafdar		Topological Methods for Set-Valued Non-linear Analysis
Paper	Mohammad S. R. Chowdhury and Kok-keong Tan	Central European Journal of Mathematics (CEJM)	Generalized bi-quasi-variational inequalities for quasi-pseudo-monotone type II operators on compact sets



DEPARTMENT OF MATHEMATICS

Research Projects

Name of Principal Investigator	Title of research
Ismat Beg	Fixed point theory and its applications
Faqir M. Bhatti	Fermi and Bose Walk on Square Lattice
Faqir M. Bhatti	Spectral Properties of Honey Comb Lattice with He-matrix

DEPARTMENT OF COMPUTER SCIENCE / ELECTRICAL ENGINEERING

Publications

Description	Authors' Name(s)	Title
Evolutionary Algorithms Based on Non-darwinian Theories of Evolution	Junaid Akhtar, M M Awais	IEEE Congress on Evolutionary Computation (IEEE CEC 2008, Hong Kong)
On Vowels Segmentation and Identification using Formant Transitions in Continuous Recitation of Quranic Arabic	Hafiz Rizwan Iqbal, Mian M Awais, Shahid Masud, Shafay Shamail	21st International Conference on Industrial, Engineering & Other Applications of Applied Intelligent Systems, Wroclaw, Poland
Self-Configuration in Autonomic Systems using Clustered CBR Approach	Malik Jehan Khan, M M Awais, Shafay Shamail	5th International Conference on Autonomic Computing, ICAC 2008, Chicago, IL, USA
Evaluation of Scalable and Multi-Descriptive Coding Techniques for Video Services over Next Generation Broadband Wireless Networks	Huma Noor, Fraz Anjum, Nadeem A Khan	15th International Conference on Systems, Signals and Image Processing IWSSIP'08, Bratislava, Slovak Republic
Development in Distributed Video Coding	Nadeem A Khan, Nida Khalid	15th International Conference on Systems, Signals and Image Processing IWSSIP'08, Bratislava, Slovak Republic
Question/Answer Games on Towers and Pyramids	Numan Sheikh, Sarmad Abbasi	33rd International Symposium on Mathematical Foundations of Computer Science MFCS08, Torun, Poland
Query-based Filtering and Graphical View Generation for Cloning Information	Yali Zhang, Hamid A Basit, Stan Jarzabek, Dang Anh, and Melvin Low	IEEE International Conference on Software Maintenance, ICSM2008, Beijing, China
Devolution in a Virtual Enterprise	M Kashif Farooq, Shafay Shamail, Mian M Awais	PRO-VE'08: 9th IFIP Working Conference on Virtual Enterprises, Poznan, Poland
Exploiting Local Auto-Correlation Function for Fast Video to Reference Image Alignment	Arif Mahmood, Sohaib A Khan	IEEE-ICIP 2008, San Antonio, TX, USA
On the Use of Linear Programming in Optimising Energy Costs	Fahad Javed, Naveed Arshad	3rd International Workshop on Self-organizing Systems, Vienna, Austria
Virtual Classroom Environment Using Low Bandwidth PSTN	M A Sleem, M Hussnain, Shahid Masud, Ahsan Tariq	International Symposium on IT in Medicine and Education (ITME'2008) Xiamen, China
A Robust Discriminative Term Weighting Based Linear Discriminant Method for Text Classification	Khurram N Junejo, Asim S Karim	IEEE International Conference on Data Mining (ICDM'08) Pisa, Italy
Nonrigid Structure from Motion in Trajectory Space	Ijaz Akhtar, Yaser Sheikh, Sohaib A Khan, Takeo Kanade	NIPS 2008, Vancouver, B.C., Canada
Reference Model for Devolution in e-Governance	M Kashif Farooq, Shafay Shamail, Mian M Awais	ICEGOV-2008, International Conference on Theory and Practice of Electronic Governance, Cairo, Egypt
Teaching Programming and Problem Solving to CS2 Students using Think-Alouds	Naveed Arshad	1st Conference: SIGCSE - 40th ACM Technical Symposium on Computer Science Education
Decision Making in Autonomic Managers using Fuzzy Inference Systems	Malik Jehan Khan, Shafay Shamail, Mian M Awais	International Conference on Autonomic Systems (ICAS 2009), Valencia, Spain
A Penny Saved is a Panney Earned: Applying Optimization Techniques to Power Management	Fahad Javed & Naveed Arshad	16th Annual IEEE International Conference and Workshop on the Engineering of Computer Based Systems (ECBS 2009), San Francisco, CA, USA
Ineffectiveness of Use of Software Science Metrics as Predictors of Defects in Object Oriented Software	Zeeshan Ali Rana, Shafay Shamail, Mian M Awais	2009 World Congress on Software Engineering (WCSE-2009), Xiamen, China
In Defence of Orthonormality Constraints for Nonrigid Structure from Motion	Ijaz Akhtar, Yaser Sheikh, Sohaib A Khan	CVPR 2009, FontaineBleau Resort, Miami Beach, Florida, USA

Description	Authors' Name(s)	Title
Learning and Predicting Key Web Navigation Patterns Using Bayesian Models	Malik T Hassan, Khurram Nazir Junejo, Asim Karim	International Conference on Computational Science and Its Applications (ICCSA 2009), Yongin, Korea
Identifying blind spots in a stereo view of early decisions in SI (Side Information) for fusion based DMVC	H. Ali, K. Hameed, Nadeem Khan	WCSET 2009, Oslo, Norway
An FIS for early detection of defect prone modules	Zeeshan Ali Rana, Mian M Awais, Shafay Shamail	2009 International Conference on Intelligent Computing (ICIC 2009) Ulsan, Korea
FPGA Based Bandwidth Adjustable All Digital Direct Frequency Synthesizer	M Asim Butt, Shahid Masud	International Symposium on Communication and Information Technology Sep. 28-30, 2009, Incheon, Korea
Performance Improvement in Motion Estimation of Dirac Wavelet Based Video Codec	Ahtsham Ali, Syed Farooq Ali, Nadeem A Khan, Shahid Masud	International Symposium on Communication and Information Technology Sep. 28-30, 2009, Incheon, Korea
An Adaptive Optimization Framework for Large-scale Power Distribution Systems	Fahad Javed, Naveed Arshad	SASO, 2009, San Francisco, USA Sept. 2009
Intelligent Project Approval Cycle for Local Govt. - Case Based Reasoning Approach	M Kashif Farooq, Malik Jehan Khan, Shafay Shamail, Mian M Awais	ICEGOV-2009, Bogota, Colombia
A Comparison between Cadastre 2014 and Cadastral System of Different Countries	Sajid Manzoor, Taimur A Qureshi, Muhammad D Liaqat, M K Farooq, Shafay Shamail	ICEGOV-2009, Bogota, Colombia

Research Projects

Name of Principal Investigator	Title of Research
Naveed Arshad	Survey of Software Testing Practices at Pakistani IT Industry
M Ashraf Iqbal	Design of a Book "Graph Theory & Algorithms" from a learning perspective
Sohaib A Khan	Automated Motion Analysis of Biological Motor Assembles
Shahab M Baqai	Development of a Corpus of Video Data to Establish Ground Truth for Motion Trajectory-Based Object Activity Retrieval and Recognition in Video and Sensor Databases
Asim S Karim	Opinion-based Text Classification Using Semantic Kernels
Nabil H Mustafa	A new Proof of the Centerpoint Theorem
Shafay Shamail	An e-Government Framework in view of Pakistan's Traditional Government Structure
Nabil H Mustafa	Eps-nets for intersection of two halfspaces and other eps-net problems
Asim S Karim	Improving Computer Aided Detection of Breast Cancer from Screening Mamograms
Naveed Arshad	An Automated Requirements Acquisition Tool Extn.
Shahab M Baqai	Automatic Clustering of Trajectories to Discover Actions
Zartash A Uzmi	Fast Code Acquisition in CDMA Systems
Mian M Awais, Shahid Masud & Shafay Shamail	Integration of sub-modules and adding 'analysis' capability in 'Al-Quran' speech recognition system
Hamid Abdul Basit	Design Recovery using Detection of Dynamic and Static Software Similarty Patterns (Extension)
Asim S Karim	Document Clustering via Discrimination Information Pooling
Nabil H Mustafa	Algorithm for Approximating Centerpoints
Nadeem A. Khan	Scalable Video Coding Techniques for Broadband Wireless Networks
Fareed Zaffar	Behavioural Signatures for lots.
Shahab M Baqai	Scalable Security of Streaming Multimedia Contents
Nabil H Mustafa	First Selection Lemma in arbitrary dimensions
Umar Saif	Simplified Data Processing on Large computing clouds
Abubakr Muhammad	Spectral Analysis of Probabilistic Roadmaps in Robotics
Abubakr Muhammad	Cyber-Physical Control of Large-Scale Irrigation Networks
Abubakr Muhammad	Communication-aware Navigation and Planning in Robotics
Abubakr Muhammad	Distributed Energy Demand Supply Management Using Variational Techniques

Name of Principal Investigator	Title of Research
Abubakr Muhammad	Feedback controller design with communication delays
Abubakr Muhammad	Lab Development for Introductory Electronics and Feedback Control Systems Curriculum and for supporting research
Abubakr Muhammad	UAV landing and takeoff control

Publication Awards

Publications	Author(s)	Co-Author(s)	Journal Name
Digital Phase Modulation and Demodulation	Zartash A Uzmi		
Bridges	Zartash A Uzmi	Tariq M Jadoon	
Interdomain Path Computation: Challenges and Solutions for Label Switched Networks	Zartash A Uzmi	Faisal Aslam, and Adrian Farrel	Journal: IEEE Communications Magazine 2007
An Optimal Extension of the Centerpoint Theorem	Nabil H Mustafa	Saurabh Ray	ELSEVIER: Computational Geometry May 2008
Superscalar architecture design for high-performance DSP operations	Shahid Masud	Faheem Sheikh, Rehan Ahmad	ELSEVIER: Microprocessors and Microsystems
A Data Mining Approach for Detecting Higher-level Clones in Software	Hamid A Basit	Stan Jarzabek	Transactions of Software Engineering, IEEE Computer Society
Sample rate conversion filter design for multi-standard software radios	Shahid Masud	Faheem Sheikh	Elsevier: Digital Signal Processing Journal 14-05-2009
Harmonic Power Detection in Wideband Cognitive Radios	Shahid Masud	Faheem Sheikh, B. Bing	IET: Signal Processing, 2009
Memory and Architectural optimizations for Soft Video Encoders	Shahid Masud	Nadeem Khan, Fawad Nasim	Springer: Journal of Real-Time Image Processing 2009
Memory and Architectural optimizations for Soft Video Encoders	Nadeem A Khan	Shahid Masud, Fawad Nasim	Springer: Journal of Real-Time Image Processing 2009

SSE NEW FACULTY MEMBERS '08-'09

Physics

Asad Naqvi
 Irfanullah Chaudhry
 Amer Iqbal
 Babar Qureshi (he will join from January 1, 10 as Visiting Faculty)

Chemistry

Falak Sher
 Ghayoor Abbas Chotana

Biology

Usman Qazi
 Tariq Muhammad
 Sohail Qureshi (he is not on board yet but his processing is complete and an offer will be made)

Electrical Engineering

Abubakr Muhammad
 Syed Aun Abbas (he was given a visiting appointment in EE end of August)

Computer Science

Muhammad Fareed Zaffar, Visiting Assistant Professor hired on Sept. 1, 2008
 Atif Alvi, Visiting Assistant Professor hired on Jan 6, 2009





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UNIVERSITY**

The Suleman Dawood School Of Business (SDSB)



The Suleman Dawood School of Business (SDSB) is dedicated towards carrying out rigorous economic and management research alongside maintaining a close relationship with the business world, which helps to keep the curriculum relevant to the needs of business organizations and ensures that the students are exposed to the dynamics of the corporate world. Frequent visits, seminars and as guest speakers from Business Leaders of today helps enrich the classroom experience. Two prominent departments, MBA Placement Office (MPO) and The Programme Coordination Office (PCO) work with SDSB to invite many renowned speakers from various universities and organisations to highlight the intricacies of the business world.

MBA Placement Office (MPO)

With the vision of catering to the multifarious needs of MBA students at LUMS and to effectively cater to the fierce and dynamic corporate world, the MBA Placement Office (MPO) was established in April 2009. MPO is dedicated solely for the internship and job placement of MBA graduates. The MBA Placement Office is committed to bridging the gap between its recruiting partners and the students by best mapping one's requirements with the needs and choices of another. The MBA Placement Office provides its recruiting partners with a singular platform to target, identify and recruit LUMS MBA resources. As part of its personal and professional grooming modules for the students, the MBA Placement Office conducted a series of sessions with HR professionals belonging to leading companies of different industrial sector including telecom, energy, oil & gas and FMCG. Moreover, in the year 2009 MBA Placement Office conducted a series of alumni panel sessions targeted at specific sectors where senior alumni from key organizations addressed the students on the sector trends and explained in general their organization's business strategy, talent requirements and expected opportunities.

HR Panel Sessions from Telecom Sector – MBA 2011

Name	Designation
Khubaib Ahmed	Manager, Recruitment, Telenor
Zahra Majid	Manager, OD & Recruitment, CMPak Limited

HR Panel Sessions from FMCG Sector – MBA 2011

Name	Designation
Farqaleet Iqbal	Corporate Recruitment Manager – Nestlé Pakistan Limited
Syed Numan Alam	Assistant Manager Talent Acquisition – Engro Foods Limited
Faizaan Ahmad	Leadership Development Manager – Unilever Pakistan Limited

HR Panel Sessions from Energy, Oil and Gas Sector – MBA 2011

Name	Designation
Mirza Muhammad Nayyar	Senior Management Executive (HR), PARCO
Zubair Ahmad	Sales Manager, North BOC Pakistan Limited
Abdul Muqet Mir	International Petrochemical

Alumni Panel Sessions from FMCG Sector – MBA 2010

Name	Designation
Haseeb Aslam	Country Marketing Manager-Nestlé Waters, Pakistan
Eiraj Saleh Daud	General Manger, Sales- Engro Foods
Tafweez ul Wakil	Director, Sales-Lakson Tobacco – PMI
Waseem Anjum	Senior Sales Manager-Unilever Pakistan

Alumni Sessions from Energy, Oil and Gas Sector – MBA 2010

Name	Designation
Imran Alim Mufti	Regional Manager, North Lubricants Shell Pakistan

Alumni Sessions from Public/Local Corporate Sectors – MBA 2010

Name	Designation
Shujat Mirza	CEO, US Denim
Burhan M Khan	Director, Zephyr Textiles Limited
Sohail Bajwa	Deputy Manager (Design), WAPDA

Alumni Guest Speaker Session from International Sector

Name	Designation
Abid Nasim	President, Generalsoft Inc. California, USA

The Programme Coordination Office (PCO)

The Programme Coordination Office (PCO) handles all academic activities of students. Students are required to register with this office for the courses to be taken in a term. PCO manages the distribution of weekly schedules to students and handles matters pertaining to the annual convocation. PCO is also responsible for looking after external relations which include: coordinating activities related to exchange students, visiting faculty, study tours and guest speakers. In the year 2008-09, PCO welcomed some of the most prestigious and eminent guest speakers at LUMS, which are as follows:

Guest Speakers	Designation	Seminar Topics
Dr Aamir Khan	Lecturer in Marketing, Cranfield School of Management, Cranfield University, UK	Market orientation, customer value orientation and firm performance
Dr. Muhammad Kamal	Brunel University Business School, UK	Attitudinal and behavioural determinants influencing decision makers when adopting integration technologies in local government
Irfan Mustafa	VP & MD - Middle East, North Africa, Pakistan & Turkey - Yum! Restaurants/ International & Chief Leadership Development Officer - Yum! Brands Inc.	Ye tera Pakistan hay, ye mera Pakistan hay
Isfandyar Shaheen	Founder and Chief Executive Officer of The Kadmos Initiative (Pvt) Ltd. (MBA Finance Executive Club)	Investment banking information session
Professor Robert S Collins	Professor of Manufacturing Management & Strategy at IMD.	Trends in management education: perspective from Europe
Shamyl Sharafat Ali	VP Global Arbitrage Trading Group, Credit Suisse (MBA Finance Executive Club)	High frequency proprietary trading

Raising Executive Development Centre (REDC)

The global recession brought with it the winds of change and 2008 proved to a time for exploration and testing new grounds for the Raising Executive Development Centre. Eight new open enrollment programmes in diverse management areas were launched in a very short time and were received positively by the industry. These programs not only generated new enrollments from segments previously unexplored, these also provided depth and diversity to the Open Enrollment Portfolio which has a strategic value for REDC in terms of long-term sustainability and growth.

New Open Enrollment Programs

Eight new programs in the areas of Finance, Operations, Education, Information Technology and Brand Management were offered in 2008-09. A bi-modular series on derivatives was launched in the 1st quarter 2009, programmed for individuals and corporations interested in the financial and mathematical aspects of derivative instruments and models. The first module, Financial Derivatives- Managing Risk in Troubled Times aimed to deliver learning regarding the use of derivative instruments as risk hedging mechanisms as well as investment tools. The program aimed to develop an understanding of derivative products in the financial markets, regulating authorities as well as the industry and provided a shared learning experience for all stakeholders. The program proved to be a success and brought together a comprehensive audience from industry, financial markets and regulating authorities. The second module of Derivative series i.e. Derivatives – Demystifying Mathematical Models indulged in the advance mathematics, financial engineering and derivative pricing models. The program was very warmly received by the market and fetched a very good attendance and positive reviews.

The programme on Case Method of Teaching was a unique offering in the world of academicians and education providers. Participants from IBA Karachi, IBA Sukkur, NUST, FAST attended this program to learn the art and science of case method teaching. REDC became the first provider to offer an open enrollment program in Case Method Teaching in Pakistan.

Due to enormous inherent complexity of software, developing and evaluating high quality software is an uphill task. On top of it lack of qualified trained personnel and exorbitant cost of commercial testing and quality assurance tools makes this task even more difficult. To the industry software defects cost a fortune which is why we at REDC joined hands with our Computer Science faculty and designed Software Quality Assurance: A Manager's Perspective Programme focusing on quality assurance in a timely and cost effective way with minimum human resources. A programme with the title Enterprise Risk Management very effectively addressed risk management challenges originating from economic uncertainty in today's new economy.

Building Sustainable Brand Equity focused corporate branding had an underlying theme which emerged from the challenges faced by corporations today. The program was brilliantly put together within the shortest time frame and was very well received by the market.

International Participation – AES: LUMS – Emerging Leaders Program

Even in these turbulent times of political unrest and severe security issues, REDC's partnership programs registered a good participation from the

regional countries. The third offering of the Emerging Leaders Program this year, listed participation from Sri Lanka, Jordan, Qatar and Philippines. The program was a success with most attendees acclaiming the LUMS experience as warm, hospitable and intellectually exhilarating while being comparable to programs offered by the best schools abroad.

REDC Landmarks

The operating engine of REDC worked at full pace as the physical facilities were rented out to host a record of 146 events in the past year. The IT makeover took place whereby the now facility has hundred percent wireless connectivity. REDC is also now beginning to extensively use IT to streamline its process through the use of Seibel (CRM application) for which the training has taken place and will be rolled out shortly. In addition REDC is also using the collaborative forum of SharePoint which will further help to integrate REDC processes in improve the flow of workflow and communication. Last but not least the new website for REDC is also due to be launched within the next two months.

As REDC approaches the start of a new year, it is poised to face new challenges. With our history firmly grounded in the tradition of excellence, we continue to value innovation as our foremost strength as the coming year holds promise for exciting new markets, new products and newer concepts.



The School of Humanities, Social Sciences and Law (SHSSL)

The School of Humanities, Social Sciences and Law (SHSSL) at LUMS offers an exciting range of courses and programmes for students and an invigorating research environment for faculty. SHSSL comprises of three departments; Social Sciences, Economics and Law. The Social Sciences department offers a diversity of courses in politics, philosophy, religion, sociology, anthropology, languages and literature. The Economics Department is keeping up with the growth in demand for the subject, as a major at the undergraduate level as well as at the Master's level. The Law and Policy department combines the richness of liberal arts education with a professional programme in law. In the year 2008-09 the respective departments of SHSSL worked towards enriching the academic experience with guest lectures, conferences, workshops etc and invited various proficient people from Pakistan and abroad for professional growth of students.

HSS Fourth Annual Social Sciences Conference

The Department of Humanities and Social Sciences held its fourth annual conference, *Media Growth: Global Trends, Social Impacts, Academic Concerns*, at LUMS on 19-21 December, 2008.

This conference had been planned when issues of the political, social, cultural, and moral economy of media development had become increasingly relevant in the context of an impressive growth in the scale and public influence of the Pakistani media and the many contradictions that accompanied this growth.

The conference proceedings included four panels; Group Identities and Media, Media in a Changing World: Peace, Conflict and Development, Issues in Media Studies, and Media and the State. The conference also included two special pieces of work: a lecture and visual presentation by Lukas Werth titled *Documentation and Art: The Objective and Subjective Perspectives*, and the screening of the documentary titled *Jazz Bridges: Music Without Frontiers* by Sayyed Nadeem Kazmi.

The conference participants, aside from LUMS faculty members as moderators, included Alessandra Consolaro from the University of Turin, Tina Richardson from the American University of Sharjah, Thomas Barthlein from Deutsche Welle, Germany, Nadia Shoeb from Georgetown University, Sayyed Nadeem Kazmi from The Britslam Partnership, UK, Saadia Ishtiaq and Zarin Gul from Fatima Jinnah Women's University, Rukhsana Aslam from the International Islamic University, Seemi Naghmana Tahir from University of Balochistan, Shahid Waseem from the Higher Education Commission (HEC), Pakistan, and Lukas Werth from LUMS.

HSS Speaker Series

The Department of Humanities and Social Sciences commenced its Speaker Series in January 2009. In the first episode of this series, Dr. Charles H. Kennedy, who is a professor in the Department of Political Science at the Wake Forest University, author of many books and an expert in the politics of South Asia, visited LUMS (3-17 January) and delivered talks on *India-Pakistan Conflict: Can There Be Peace?*, *US Foreign Policy in the Israel-Palestine Conflict* and *US Foreign Policy in Iraq*. He also met with various faculty members to discuss curriculum structure as well as advising prospective students for admissions abroad.



The second speaker of HSS Speaker Series (21-22 January) was Dr. Qasim Zaman from Princeton University where he is the current Robert H. Niehaus Professor of Near Eastern Studies and Religion. His various research interests include: religious authority in classical, medieval, and modern Islam; history of Islamic law in the Middle East and in late medieval and modern South Asia; institutions and traditions of learning in Islam; Islamic political thought; and contemporary religious and political movements in the Muslim world. During his stay at LUMS, he delivered talks on, *Bridging Traditions: Madrasas and their Internal Critics* and *Shari`a and the State in Pakistan*.

Social Science and Policy Bulletin by SHSSL

As part of an initiative by the School of Humanities, Social Science and Law (SHSSL), the Economics Department started its first quarterly academic publication titled *Social Science and Policy Bulletin*, containing short articles by economists and social scientists, at large, about issues of policy significance. The aim is to present serious academic work to the policymakers and provide a forum for debates on various economic and socio-political issues pertaining to the formulation and conduct of public policy. The Bulletin seeks to bring fresh perspectives to questions, both old and new, by highlighting latest research findings and innovative ideas from the academia. Somewhat similar in focus to the *Economists' Voice* and the *Economic and Political Weekly (India)*, the first issue of the Bulletin came out on 30 June, 2009.

Economics Guest Lectures

The Economics department invited guest speakers to talk about the workings of the economic system in our country and its operations world wide. The guest speakers highlighted the following themes:

Guest Speaker	Topic
Dr. Hamza Malik	Conducting monetary policy in Pakistan
Dr. Tahir Andarbi	The effect of mother's education on child's schooling
Mozaffer Qazilbash	The framework of ethics and economics

International Conference on Macro-Economic Stabilization, Recovery and Social Protection in Times of Global Economic Distress

LUMS School of Humanities, Social Sciences and Law held a successful international conference on Macroeconomic Stabilization, Recovery and Social Protection in Times of Global Economic Distress on 29-30 June, 2009. The event, which brought together international experts, was a great success as it led to stimulating discussions on contemporary economic issues and was well attended by economists from within Pakistan and abroad. Participation from the government, bureaucracy, media and students was also substantial.

Dr. Ijaz Nabi, along with Dr. Ali Cheema, started to put together a conference programme and secure funding for the event in October 2008 keeping in mind the worsening macroeconomic situation of Pakistan and the global financial crisis. The roundtable was eventually followed by the conference at the end of June. Six different sessions were held over two days apart from the keynote addresses by Mr. Shaukat Tareen and Dr. Ricardo Hausmann. The conference programme was packed with more than 35 speakers and discussants, with more than 10 speakers from the international academic and donor institutions such as the University of Cambridge, University of Chicago, Delhi School of Economics, Harvard University, Peterson Institute and the World Bank.

In addition, the conference was also attended by faculty and students from other reputable Pakistani academic institutions. There were several representatives from the Federal Government and the Government of Punjab as well as some bureaucrats from the province of Baluchistan.

LAW



Talk by Mr. Enrique Penalosa

With a fast growing population, and increasing pace of urbanization, Pakistani cities are facing mounting problems related to provision of municipal services, public transport, land for housing, and the deteriorating quality of drinking water and ambient air, amongst others. Confronted with growing challenges, many cities around the world are re-thinking 'traditional' approaches to urban development, emphasizing different priorities and approaches which factor in the needs of the many against those of the few.

To highlight some of the major challenges facing large cities around the world and how these cities are responding, the Environmental Law and

Policy Class at the Law and Policy Department at LUMS in collaboration with the Clinton Climate Initiative (CCI), a programme of the Clinton Foundation, organised a talk by Mr. Enrique Penalosa in September 2008, world renowned urban strategist and former mayor of Bogota (Colombia) who transformed that city of 7 million inhabitants into a living example of sustainability – building schools and dispensaries, improving transport, increasing public spaces, and reducing crime rates.

Mr. Penalosa's talk was followed by a brief presentation on issues and challenges of public transport and mobility by Mr. Oscar Diaz, Sr. Director of the Institute for Transport and Development Policy (ITDP).

Lecture by Toufiq A. Siddiqi on Asia's Changing Role in Global Climate Change

Climate change is one of the most pressing issues facing the globe and the persons most affected by this phenomenon are the poor living in developing countries. With high levels of poverty, South Asia is one of the world's most vulnerable regions. In November 2008 the Law and Policy Department hosted Mr. Toufiq A. Siddiqi's lecture on Asia's changing role in global climate change. Mr. Siddiqi is a Senior Fellow of the East-West Institute in Honolulu, Hawaii and has over thirty years of experience in the fields of energy, environment and climate change. He was formerly Regional Adviser on Energy in the Environment and Natural Resources Management Division, UNESCAP in Bangkok. Mr. Siddiqi's lecture focused on challenges Pakistani and other South Asian countries face in adapting to and mitigating the affects of climate change.

Talk on the Carnage in Swat

In January 2009 the Law and Policy Department and Mr. Mansoor Ali Shah (Adjunct Faculty Law) arranged for a talk on the carnage in Swat. The panel included residents and officials of Swat and concentrated on how none other than our own law enforcing agencies, including the army, have failed to protect Pakistanis from brutal extremism and from the establishment of a state within a state in Swat. The event was attended by students of LUMS as well as other citizens who are deeply concerned with this particular issue.

Fourth Annual Moot Court

The LUMS Law and Policy Department organised its fourth Annual Moot Court from 14-24 May, 2009 for its law classes of 2009 and 2011. In an effort to expose the students to the real court room environment, former and current judges of the Supreme Court of Pakistan, Justice Sair Ali, Justice (Retd.) Wajihuddin Ahmad and Justice (Retd.) Fazal Karim Khan alongwith Professor Jawwad S. Khawaja (former Judge Lahore High Court and Head of the Law and Policy Department) presided over the moot. Students were given actual cases which had been decided at the trial court level and they were required to appeal against the trial court judgment or defend the decree or sentence of the lower court. The students' hard work and diligence paid off and they elicited high praise from all the judges alike.

Law Department Prominent Visits

The Law and Policy department invited two highly prestigious personalities to talk about law and policy order in Pakistan and the prevailing issues. The Law and Policy department's aim was to create awareness amongst the student body, especially those who intend to pursue law with help of these guest lectures.

Guest Speaker	Designation	Topic
Justice Sair Ali	Judge, Supreme Court of Pakistan.	Constitutionalism and movement for an independent judiciary
Justice (Retd) Wajihuddin Ahmed	Former judge, Supreme Court of Pakistan	Constitutionalism, democracy & rule of law: the lawyers' movement and its impact on Pakistan

UNIVERSITY OF MANAGEMENT



SYED AHSAN AHMAD SHAH
DEAN'S HONOUR AWARD
B Sc (HONS)



STUDENTS
A WORLD OF TALENT



2008 MEDALS

MBA Programme

Student Name	Medal / Award
Nimerta Sirichand	Gold Medalist & Dean's List
Saad Khawaja	Silver Medalist & Dean's List
Mariam Minhas	Dean's Honour List.
Jamal Nasir	Dean's Honour List.
Syed Raza Ali Zaidi	Dean's Honour List.
Maheen Binte Shafqat	Dean's Honour List.
Moiz Javed Qureshi	Dean's Honour List.
Haseeb Bin Hakim	Dean's Honour List.
Umar Tariq	Dean's Honour List.
Umair Karim Khan	Dean's Honour List.

Sponsored Medal Recipients

Askari Bank Medal for the "Commercial Banking" course Nimerta Sirichand
Nestle' Medal for the "Marketing Management" course Nimerta Sirichand
Standard Chartered Bank Medal for the "Financial Management" course Nimerta Sirichand
Aftab Associates Medal for the "Consumer Behaviour and Market Research" course Saad Khawaja
Aftab Associates Medal for the "Consumer Behaviour and Market Research" course Nabeel Hussain
Kamera Kraft Medal for the "Management Communication" course Mariam Minhas
AL-KHAIR GROUP Medal for the "Business Strategy" course Mariam Minhas
HUM TV Medal for the "Advertising and Promotions Management" course Maheen Binte Shafqat
Citibank Medal for the "Corporate Finance" course Shehzad Valliani
Crescent Group Medal for the "Operations Management" course Gibran Ali Malik
Muhammad Ali Tariq Memorial Medal for the "Entrepreneurship" course Faisal Kasuri

ExecutiveMBA Programme

Student Name	Medal / Award
Rizwan AFzal Chaudhry	Gold Medalist & Dean's List
Noman Nasir Jafri	Silver Medalist & Dean's List

MS Computer Science Programme

Student Name	Medal / Award
Usman Raza	Gold Medalist & Dean's List
Muhammad Mudassar Nazar	Silver Medalist & Dean's List
Hafiz Raza Ali	Dean's Honour List.
Sana Sohail	Dean's Honour List.

MSc Economics Programme - Dean's List

Zainab Maklai
Amber Nabi Malik
Nadia Mukhtar Sayed
Muhammad Asim
Samreen Malik

BSc (Honors) Programme - Combined List

Student Name	Medal / Award
Farah Said	NMF Gold Medal (Overall first-position) & Dean's List
Muhammad Muneeb Jamil	NMF Silver Medal (Overall 2nd Position) & Dean's List Gold Medal (tied) for Best Student in ACF
Sabahat Salahuddin	Dean's Honour List
Farhan Yasin Khan	Dean's Honour List
Belal Mohammad Mahfooz	Gold Medal (tied) for Best Student in ACF & Dean's List
Umair Mustafa Khalil	Gold Medal for Best Student in Economics & Dean's List
Salik Siddiqi	Dean's Honour List
Maria Qamar	Dean's Honour List
Tareena Musaddiq	Dean's Honour List
Fatima Salman Zaidi	Dean's Honour List
Fizzah Niazi	Dean's Honour List
Mahreen Mahmud	Dean's Honour List
Fatima Abbas	Dean's Honour List
Rubab Jamshed	Dean's Honour List
Azka Khurshid	Dean's Honour List
Ahmad Qureshi	Dean's Honour List
Saadia Ali	Dean's Honour List
Maira Hayat	Gold Medal for Best Student in Social Sciences & Dean's List
Jawad Ahmed Raheel	Gold Medal for Best Student in Mathematics & Dean's List
Ayesha Majeed	Dean's Honour List
Sabah Elahi	Dean's Honour List
Fareena Noor Malhi	Dean's Honour List



Hamza Ahmed	NMF Gold Medal (Overall first-position) & Dean's List
Zahra Mansoor	Dean's Honour List.
Syed Talha Imam	Dean's Honour List.
Mehreen Shafiq	Dean's Honour List.
Sameen Andaleeb Mohsin Ali	Dean's Honour List.
Khawaja Omaer Hassan	Dean's Honour List.
Farah Shahid	Dean's Honour List.
Fatima Sikander Baig	Dean's Honour List.
Muhammad Omar Qureshi	Dean's Honour List.
Duaa Khalid	Dean's Honour List.
Ali Soomro	Dean's Honour List.
Muhammad Bilal Sheikh	Dean's Honour List.
Sami Ullah Kashif	Dean's Honour List.
Muhammad Bilal Chaudhry	Dean's Honour List.
Fahd Arif Sheikh	Dean's Honour List.
Saher Asad	Dean's Honour List.
Sana Majeed	Dean's Honour List.
Iqra Shukr	Dean's Honour List.
Usman Tahir	Dean's Honour List.
Sanam Zafar Khawaja	Dean's Honour List.
Zahbia Sarfraz	Dean's Honour List.
Sarah Masood	Dean's Honour List.
Saniya Idrees	Dean's Honour List.
Angbeen Atif Mirza	Dean's Honour List. (B.A.-LL.B Programme)
Nida Tahir	Dean's Honour List.
Sarosh Haroon Sualehi	Dean's Honour List.
Azam Akhtar	Dean's Honour List.
Amna Khan	Dean's Honour List.
Farah Rehman	Dean's Honour List.
Maham Niazi	Dean's Honour List.





LUMS STUDENT COUNCIL

An Institution

At the end of the academic year 2008-09, the Student Council (SC) is looked upon as an institution that strives to find solutions to bridge the gap between students and the administration at LUMS. The outgoing Student Council carried on with the momentum set by the previous councils and set an outstanding platform and a benchmark for the new council through various accomplishments.

Some of the major achievements of the Student Council in the year 2008-09 have been as follows:

Earthquake Relief Project

In the wake of the tragic earthquake in Baluchistan, the Student Council set up a united platform that enabled fellow Luminites to help their countrymen. After intensive efforts, the Council, in collaboration with organizations such as ERRA and EDHI, was able to collect over 1 million rupees. Tents, blankets, warm clothing, medicines and food items were procured from the majority of the funds and the remaining funds were used to provide long term relief for the affected victims.



Policy Review Committee and Change of PhD Academic Policies

The Student Council 2008-09 sent two representatives to the Policy Review Committee which comprised of several faculty and staff members. The Council recommended policy changes to the LUMS governance and academic structure that were implemented by the Management Committee.

Freshmen Orientation

This year around the whole aura of orientation for the freshmen at LUMS was taken to a higher level. LUMS students and students-to-be at LUMS had to go through a workshop with the student-counselor at LUMS Ms Uzma Mazhar for basics on how to welcome people into your fold rather than distance them. Further innovations were the Dean's session with parents and a tour of hostels followed by a session with the Council. The event provided a strong foundation for the Council to establish friendly ties with the students on their very first day.

Q2S Transition

The change from quarter to semester from Fall 2009 was a move in the right direction but it involved a lot of confusions and concerns from the student body, especially from the batch of 2010 that underwent the transition

in its final year. The Council was very active in this particular issue and stressed the need for greater student involvement in decision making.

Residential College

The RC idea is to divide batches in to different houses and to have separate events for those houses/residential colleges and is aimed at taking a step towards greater student faculty relationships and students to student relationship from different batches. The Student Council stressed on introducing the RC model to students gradually. Eventually it was decided that the RC model will be applied only to the freshmen and the sophomore batches and then gradually, over two years, the idea will be a reality for the entire LUMS community.





STUDENT SOCIETIES AT LUMS

LUMS is not just an acronym for a management university but it is also made up of almost fifty pulsating societies.

Boards around campus are often lined with flyers for upcoming events, which are followed by lively events, thrilling trips, thought-provoking seminars or just an enjoyable movie screening. The societies often invite other institutes for events to LUMS and have earned a reputation for being outstanding hosts. Life outside the classrooms is certainly something students at LUMS know how to make the most of. Congeniality and hard work with a sprinkling of enjoyment is what makes the LUMS student societies so exhilarating.

The societies at LUMS and their activities in the year 2008-09 are as follows:

LUMS Student Societies Events (31 June, 2008 - 1 July, 2009)

AIESEC	<ul style="list-style-type: none"> • AIESEC Asia Pacific Traineeships 21 February, 2009 • Information session, 17 - 20 September, 2008 for internships • The exchange guide/traineeship for LUMS students • HIV/AIDS information seminar, 20 June, 2008 • AIESEC's Global Exchange Programme information sessions, 11 - 15 February, 2008
Alpha	<ul style="list-style-type: none"> • Movie Night for the whole academic year on every weekend • Paintball competition, 2 May, 2009 • Photo scavenger hunt, 4 April, 2009 • Football matches screening during the whole academic year. • Alpha Rung 17 May, 2008 • Alpha Rung 24 May, 2009
Art Club	<ul style="list-style-type: none"> • Art Attack-Art Carnival, 29 October, 2009 • Experience Art Exhibition, 15 - 20 May, 2009 • Sculpture workshop, 17 May • Dough crafts workshop, 11 - 12 February • Art carnival, 29 October, 2008 • An exhibition of Contemporary Art, 23 December, 2008 • Nowpdp Art Exhibition 31 March • Trip to GIKI, 5 April, 2009
Culture Society	<ul style="list-style-type: none"> • Multan trip, 7 February, 2009 • Carnival, 14 February, 2009 • Trip to Galliat/Ayubia, 16 - 17 May, 2009 • Trip to Thailand, 11 - 12 June, 2009
DRUMS	<ul style="list-style-type: none"> • Mind Quest, 13 - 16 February, 2009 • Intersociety Debating Championship 2008, 27 - 29 September, 2008 • Declamation Competition, 16 - 17 May, 2009. • Olympiad 09, 9 - 15 March, 2009 • Participated in UT Mara Debating Tournament in Malaysia, 23 May - 3 June • Drums intra-LUMS debating championship 2008, 11 - 15 September, 2009

LUMS Student Societies Events (31 June, 2008 - 1 July, 2009)

Chess Club	<ul style="list-style-type: none"> • Chess at PDC on every Friday during the quarter • Student VS Faculty, 10 April, 2009 • Intra LUMS Chess Tournament, 2 January, 2009
Dramaline	<ul style="list-style-type: none"> • A Palestinian Tale, 25 May, 2009 • Skit Tamasha, 17 - 19 April, 2009 • Stand up comedy, January 2009 • Drama workshop, February 2009 • Olympiad, 10 - 13 March • Drama Festival, 24 - 26 October, 2008
IEEE	<ul style="list-style-type: none"> • Faculty on the line, 2 February, 2009 • 3 Minute Madness, 3 February, 2009 • IEEE-Lahore section seminar, 27 April, 2009 • Stepping into the Software Industry workshop, 25 April, 2009 • Essay writing competition for ITU Telecom World, 2009 – Youth Forum Geneva
Lums Entrepreneurial Society (LES)	<ul style="list-style-type: none"> • Intra-Lums Play IT& BIC, 21 December, 2009 • Young Leadership Entrepreneur Summit '09, 4 - 8 February, 2009 • Enspire Conference, 8 November, 2008
LUMS Environment Action Forum (LEAF)	<ul style="list-style-type: none"> • Earth Day Carnival, 16 May , 2009 • Cycling campaign • Quarterly book exchange
LUMS Religious Society (LRS)	<ul style="list-style-type: none"> • The Call quarterly magazine • Exploring shariah compliant careers in finance, 8 May, 2009 • Contribution for mosque- bake sale, 14 April • Discussions <ul style="list-style-type: none"> ○ Drugs, 10 February ○ The current Palestinian crisis: 20 January, 2009 ○ From here to hereafter, 12 September, 2008 ○ Preparing for Ramadan, 1 September, 2008
LUMS Model United Nations(LUMUN)	<ul style="list-style-type: none"> • SPRINGMUN'09, 16 May, 2009 • Annual Model UN Turkey(MUNTR 2009), 9 - 16 March, 2009 • LUMUN 2008, 25 - 30 November, 2008 • Intra LUMUN 20 September, 2008 • EURASIA Model United Nations Conference 2008, 6 - 10 August, 2008 • Harvard World MUN 2009 The Hague, Netherlands, 28 December, 2008
LUMS Community Services Society (LCSS)	<ul style="list-style-type: none"> • Ghazal night (In collaboration with Music Society), 2009 • Art competition for special children, 31 March, 2009 • LCS Carnival, 25 May, 2009 • Blood collection center, started from 14 May, 2009 • Blood Drive by Red Crescent, 8 May • Blood drive with Fatimid • SOS visit/old house visit • LCS charity auction, 30 October. • Bake sale • Karaoke night
LUMS Adventure Society	<ul style="list-style-type: none"> • Ratu trip, 7 - 22 March, 2009 • Flying boat trip Suhawa, February 2009 • Motorized paragliding Jhelum, February 2009 • Winter survival Shimshal, March 2009 • Basic rock climbing Khanpur, April 2009 • Basic rock climbing Khanpur, September 2008 • Paragliding introductory course Marghala hills, November 2008 • Paragliding advanced course Skardu, November 2008 • Ice climbing Shimshal, November 2008
LUMS Students' Maths Society(LSMS)	<ul style="list-style-type: none"> • Math Mania, 8 April, 2009 • Sudoku competition, Autumn Quarter



LUMS Student Societies Events (31 June, 2008 - 1 July, 2009)

Law & politics society (LPS)	<ul style="list-style-type: none"> • Amnesty International- Stop violence against women, 16 February, 2009 • Guest lecture by Mushaid Hussain, 5 January, 2009 • Guest lecture by Mr. Saad Rafiq, 15 February, 2009 • LUMS student parliament session ,13 - 15 February, 2009 • A Palestinian Tale , 25 May, 2009 • Amnesty International- Workshop on Human Rights, 25 May, 2009
LUMS Media Art society (LMA)	<ul style="list-style-type: none"> • Olympiad 09, 9 - 13 March, 2009 • FILUMS, 31 October- 2 November • Film screening, 27 May, 2009 • Workshop on Adobe Premiere, 15 January
LUMS Daily Student Society(LDS)	<ul style="list-style-type: none"> • Write ups on important issues like Swat Relief, Daku Day, Paindu Day, Student Council elections etc.
LUMS Computer Gaming Association (LCGA)	<ul style="list-style-type: none"> • Djvice gaming competition, 30 January - 1 February ,2009 • Djvice gaming competition, 10 - 11 January, 2009 • LAGAN 09, 19 - 22 March, 2009 • Counter Strike, 8 - 9 November, 2008 • Ramdan gaming tournament, 20 - 21 September, 2008 • INTRA-LUMS tournament, 10 - 11 January • Djvice gaming tournament, 15 - 17 May, 2009 • LAGAN 09, 20 - 22 March, 2009 • Nintendo Wii competition, 13 February, 2009 • Participated and won the SOFTEC at FAST, Lahore.
Literary society	<ul style="list-style-type: none"> • Book reading of Nadeem Aslam's 'The Wasted Vigil', 10 April, 2009 • Book Launch of Burnt Shadows by Kamila Shamsie, 9 February, 2009 • Guest lecture by Iftikhar Arif, 14 January, 2009 • Literary conversations, 5 January, 2009 • Guest lecture on French Literature, 8 July, 2009
Music Society	<ul style="list-style-type: none"> • Ghazal night (in collaboration with LCS), 2009 • Open house, 24 February, 2009 • Band Fest, 21 February, 2009 • Guitar Clinic, 14 February, 2008 • External-Zong Concert, 14 February, 2009 • Music Society concert, 27 December, 2008 • Unplugged concert, 23 December, 2008 • Concert external, 9 November, 2008 • Concert internal, 23 October, 2008 • Open House/Swat Relief Fund, 26 May, 2009 • 10th Anniversary, 8 - 10 May, 2009
Phoenix	<ul style="list-style-type: none"> • Seminar by NAB, 15 January, 2009 • Child Abuse Prevention Day, 6 November, 2008 • The Citizen Foundation- Summer camp, 15 May, 2009
Publications at LUMS (PLUMS)	<ul style="list-style-type: none"> • Yearbook 2009 • Unofficial Guide for Freshmen 09 • Luminaire quarterly students' magazine at LUMS
Photographic Society	<ul style="list-style-type: none"> • Photo trip to Lahore, 17 April, 2009 • Exhibition: The Other Pakistan, 18 February, 2009 • 2nd Annual Photography Competition • Photo trip to old Lahore, 3 January, 2009 • Workshop, A tutorial: Introduction to Photo Editing, 23 September
RADIO LUMS	<ul style="list-style-type: none"> • Daily Shows
Random Walk Economic Society (RWES)	<ul style="list-style-type: none"> • Model WTO, 31 January - 1 February, 2009 • ECONOLIBRIUM Annual Magazine

LUMS Student Societies Events (31 June, 2008 - 1 July, 2009)

SPADES

- Cancer Material Awareness Campaign, 19 February, 2009
- SPROJ exhibition/Apple products display, 28 May, 2009
- CS 102 projects and showcasing, 11 May, 2009
- Cancer Material Seminar, 19 February, 2009
- MATLAB ka matlab kia, 11 May, 2009
- Products display, 30 October, 2008

Sports at LUMS (SLUMS)

- Athletics mela
- Badminton open championship
- Basketball nationals and HEC
- Boxing
- Cricket Regional and Floodlight Tournament
- Football National Championship
- Hockey Regional Championship
- Rugby Super 8
- Tennis Inter Varsity
- Volley Ball clash of the Bulls
- Fitness festival





The Asia Cup Moot Competition

Earlier in the academic year 2008-09, three students from LUMS, Misha Rehman, Mohammad Mitha and Hammad Saeed, were nominated to participate in the Asia Cup Moot Competition which is held annually in Tokyo, under the aegis of the Japanese Ministry of Foreign Affairs. LUMS students were the only ones representing Pakistan in the competition.

The first round of the competition required students to submit a memorial on Unlawful Detention. LUMS students secured fourth position in the memorial round and were amongst the 10 teams that were selected out of a total of 18 from all over South Asia.

LUMS students were placed 7th overall in the second round, which was the actual moot competition held in Tokyo. At the end of the competition all the parties involved attended a symposium, also arranged by the Japan ministry of Foreign Affairs and LUMS students presented a paper on Alternative Legalities of Communal Interaction, which was prepared with the help of Asad Farooq.

LUMS Law Students Representatives of Pakistan at the International Committee of the Red Cross (ICRC)

The International Committee of the Red Cross (ICRC) selected two teams to represent Pakistan in two separate and highly prestigious moot competitions i.e. the 2008 Henri Dunant Regional Moot competition and the 2009 Jean Pictet International Moot Competition.

LUMS was represented by Reema Omer and Sultan Babar Mirza. Reema was chosen to represent Pakistan in the Henri Dunant Moot Competition, the regional round of which was held in New Delhi in October, and the final round in Hong Kong in November. Babar got an award for meritorious performance, and also scored the third highest marks in the written test of the competition. Out of all participating institutes, only the LUMS team was awarded with two medals.

The First LL.B Graduation

The very first LL.B batch of LUMS successfully graduated in the year 2008. As the first graduating batch, it held a special significance for the LUMS Law Department. In order to commemorate this important occasion for all, the Law Department arranged for a reception after the graduation ceremony on December 24, 2008, which included the law faculty and students. The purpose of this meeting was to have the graduating batch share their life experiences after LUMS and to provide a glimpse into the future to the existing students at LUMS. The first graduating batch received recognition and acknowledgement from their employers and superiors, in their respective fields such as the legal professions, regulatory agencies etc.

Gujrat National Law University Moot Competition

In March 2009 two students from LUMS, Summaiya Zaidi and Hyder Kabir Cheema participated in the first ever Moot Competition organized by Gujrat National Law University in India. The students were very well received by their Indian counterparts and this was the foremost and a major step towards student collaboration between LUMS and Indian universities.





NATIONAL OUTREACH PROGRAM

In line with its mission to identify, nurture and extend the benefits of its quality education to the top talent of the underprivileged segments of Pakistan, LUMS National Outreach Programme (NOP), initiated in 2001, continues to grow even more in its 8th year.

In the year 2008, NOP inducted students comprising of 13 % of the total student body. It is expected that by the summer of 2009 more than 100 students from across Pakistan would already be admitted into the undergraduate programmes through the outreach stream. Over the years, through the NOP, LUMS has been able to foster a national and a multicultural community.

In July and August 2008, apart from arranging the coaching session at LUMS, the NOP department organized remote coaching sessions in 8 cities (namely Multan, Sahiwal, Rawalpindi, Peshawar, Kohat, Attock, Karachi and Faisalabad). Out of the 6000 students who took the test in April 2008, a pool of 600 high scoring students was generated.

In August 2008, an NOP Advisory Committee meeting was called to discuss the NOP process and decided to raise the matriculation bar from 70% to 80%. In spite of a rising the eligibility criteria, the NOP department received 5000 applications in the year 2009, out of which 3000 students were shortlisted for the June 06, 2009 session.

Another achievement for the department this year has been the graduation and placement of its fourth batch. 9 NOP scholars graduated in the year 2008-2009 (making it a total of 29 graduates to date). Ahmad Mujtaba, Asim Jahangir and Amirali Rajani have been recruited by eminent companies like Procter and Gamble, UBL and Bank Al-Falah. Apart from that, Adeela Sarfaraz went on a fully funded exchange programme to Austria. Furthermore, two of our 2008 graduates, Sami Ullah Kashif and Afeef Naem have been offered admission by Georgia Tech University and Ohio State University on Fulbright Scholarship.



FINANCIAL AID

Financial Aid 2008 - 2009

Total Financial Aid Granted	Tuition Fee Waiver	Compensation For Work	Merit Scholarship	NOP Scholarship	KBS Scholarship	HEC JNB Scholarship	UCH Power (Tuition Waiver)	Nagina Scholarship
64,147,295	77,760,620	1,273,700	2,922,300	33,314,800	1,293,500	1,089,365	819,165	191,760
No. of Students	207	119	12	121	5	3	4	1

Suleman Dawood School of Business (SDSB) Lahore University of Management Sciences (LUMS)

Cummulative Financial Assistance (MBA) for the Fiscal Year 2008-2009

LUMS Expense	No. of Students	Total
LUMS Loan	89	17,519,954
Merit Scholarship	12	1,054,621
LUMS Scholarship	6	2,041,200
TOTAL	107	20,615,774

External Donors	No. of Students	Total
HEC - JICA / Shell	13	2,980,800
ADB	4	1,360,800
Class of 89 Loan	2	680,400
Unilever Loan	3	1,020,600
Mobilink Scholarship	4	1,300,000
Lahore Stock Exchange	1	238,140
UCH Power Loan	2	400,000
Saeed-ul-Hassan Shah Scholarship	1	340,200
TOTAL	30	8,320,940

Expense and External Donor Funding	No. of Students	Total Amount
	137	28,936,714



UNIVERSITY FINANCIALS

2008-09 was a very challenging year as it witnessed worldwide economic downturn impairing operations of many entities including universities. The prevailing highest ever inflation rate, increased demand for financial assistance, lower tuition fees, reduction in executive education revenues, and insignificant student growth during the last three years, led to an operating deficit of Rs. 187 million - 18% higher than the preceding year. During this period LUMS also made a heavy investment in the ambitious project of the School of Science and Engineering (SSE), where the first batch of students was enrolled during the year. The University's capital costs during the year were Rs. 278 million, out of which Rs. 115 million were spent for the development of different academic labs of SSE. This investment in the SSE will give returns in the coming years.

During the year 2008-09, LUMS received a grant of Rs. 150 million from its parent body, National Management Foundation, in order to manage its cash deficit. In addition, an amount of Rs. 163 million was received from various external donors primarily to support the educational needs of the deserving students in the form of financial aid. Out of this, an amount of Rs. 60 million was earmarked as "restricted endowment" by the donors, and has been made part of the endowment pool thereby increasing its size to Rs. 150 million as of balance sheet date.

Recognizing the importance of financial discipline and to develop a sustainable financial model, the University identified and implemented various cost control and administrative measures during 2008-09, which will have a long-term and continuing effect on its financial operations. The primary objective of these measures of cost rationalization and revenue augmentation is to keep the University financially viable during these recession years, create financial discipline across all schools and departments and reduce wastages, wherever possible, without compromising on the quality and substantial output. These cost measures have resulted in enormous savings to LUMS in terms of payroll, advertisement, subscription, travel, supplies, etc., during 2008-09 and shall continue to benefit the University in subsequent years, too. Likewise, the University has decided to carefully evaluate and manage its financial aid

budget and students enrolment through National Outreach Program (NOP). On the revenue side, tuition fee has been increased during the two consecutive years (2009-10 & 2010-11) in order to reduce the existing subsidy to the students. This fee increase was necessitated in view of the fact that academic revenue continues to provide about 2/3rd of the total operating revenue for the University.

Way Forward

As an outcome of the above mentioned consolidated measures, the University not only expects to generate a cash surplus within next 2-3 years but also envisages contributing a small portion of its revenue towards the development of the endowment fund. Given the fundraising efforts, which have gained momentum during the last 18 months, the University is now geared to achieve its target of building up an endowment size of Rs. 1 billion, within next 5 to 6 years.

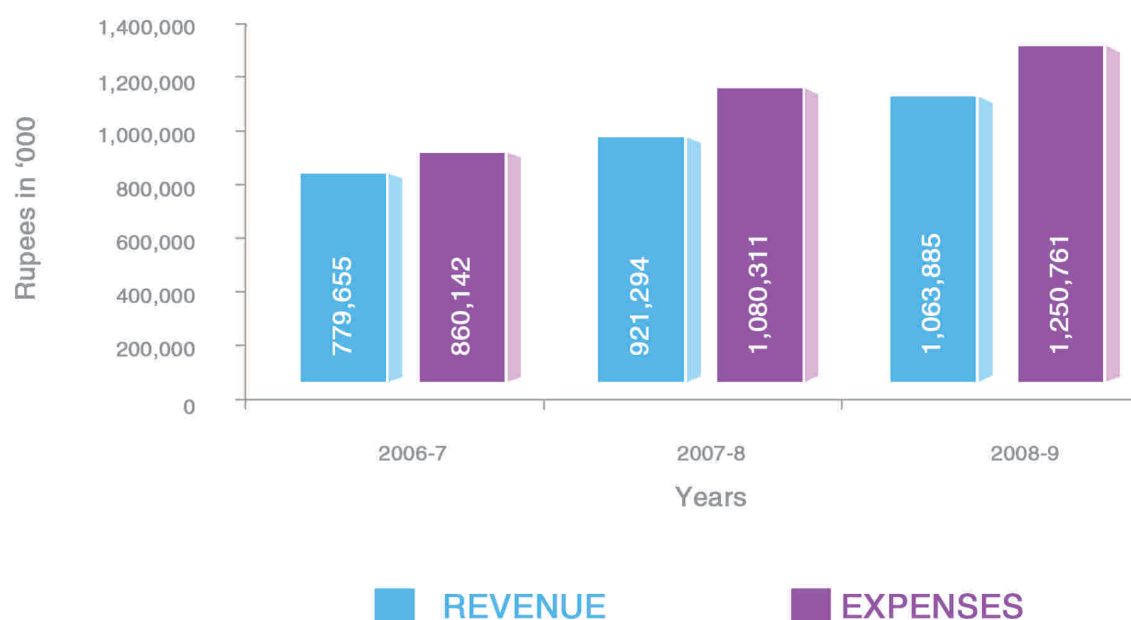


Mr. Asim Butt
Controller, LUMS

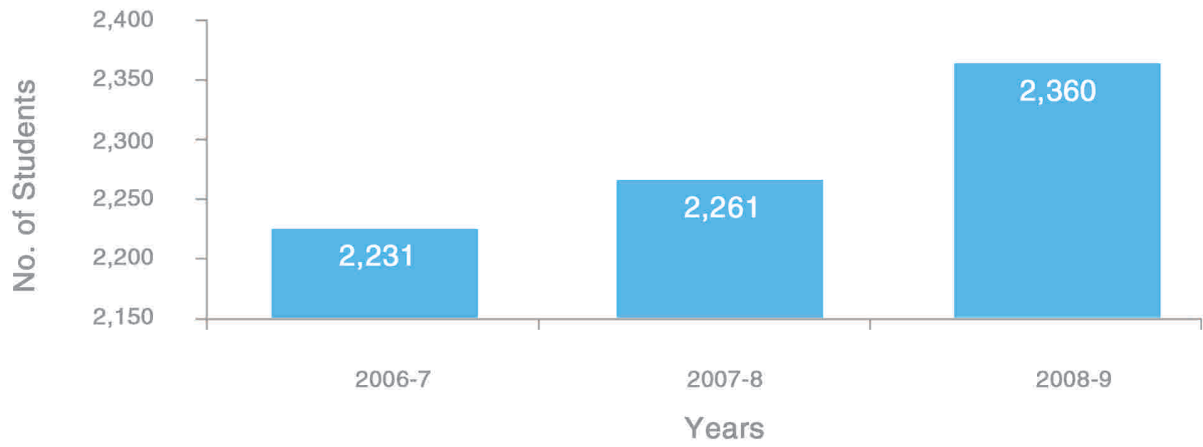
LAHORE UNIVERSITY OF MANAGEMENT SCIENCES SUMMARY OF LAST 3 YEARS FINANCIAL RESULTS

Years	FY 2006-07	FY 2007-08	FY 2008-09 <small>(Rupees in '000)</small>
Sources			
Scholarship Grants	47,267	74,000	109,638
Tuition Fee	459,424	516,122	613,880
Executive Development Programmes	83,745	123,166	94,409
Sponsored Project Revenue	55,119	66,739	55,091
Consultancy Fee	5,828	14,299	14,968
Return on Investment	24,761	10,215	24,750
Cafeteria Income	30,388	39,083	46,148
Other Income	73,123	77,670	105,001
Gross Operating Receipts	779,655	921,294	1,063,885
Utilization			
Salaries & Instructional Support	330,200	409,985	570,522
Advertisements	24,652	31,160	20,838
Supplies & Services	83,323	100,323	128,801
Utilities	43,895	46,788	65,757
Depreciation / Amortization	62,096	86,760	129,105
International & Local Travel	38,504	32,239	30,554
Building Reserve	61,715	63,673	-
Estate Management	27,634	42,764	37,825
Training, Research & Development	53,709	88,239	41,494
Scholarship & Fee Waivers	87,936	135,850	187,566
Miscellaneous Expenses	17,061	42,530	38,299
Total Costs - Direct & Indirect	830,725	1,080,311	1,250,761
Net Surplus/(Deficit)	(51,070)	(159,017)	(186,876)

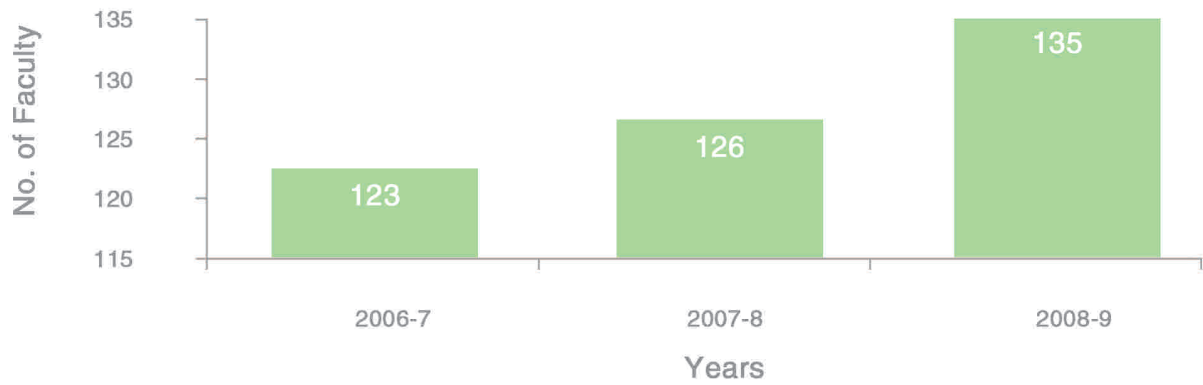
Year Wise Growth In Revenue & Expenses



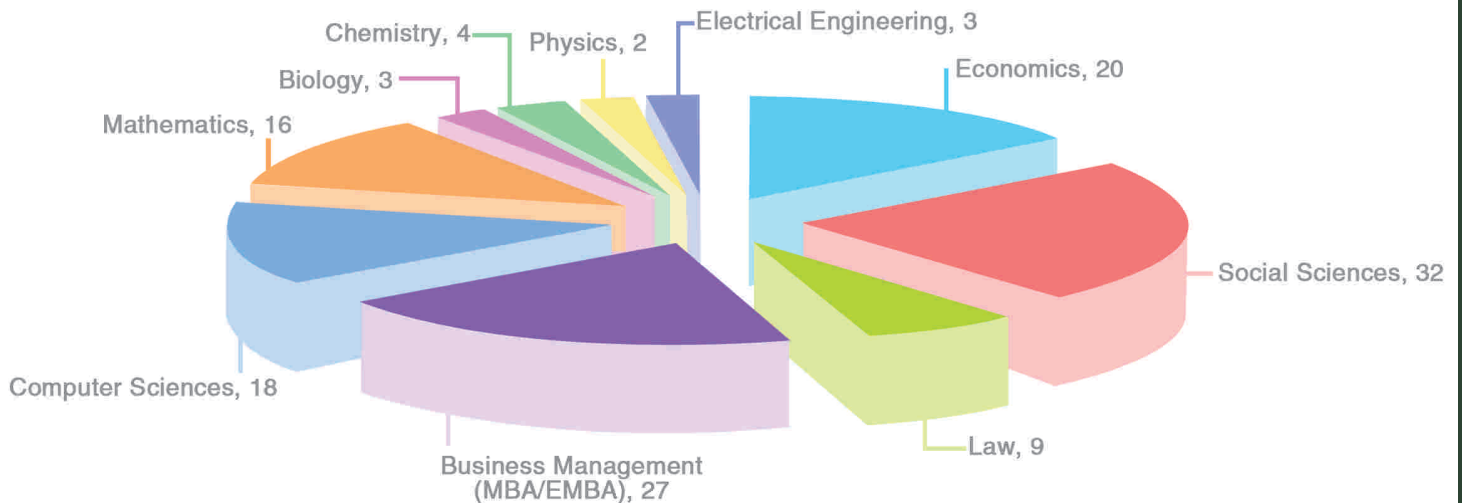
Students FTE Numbers (Year Wise)



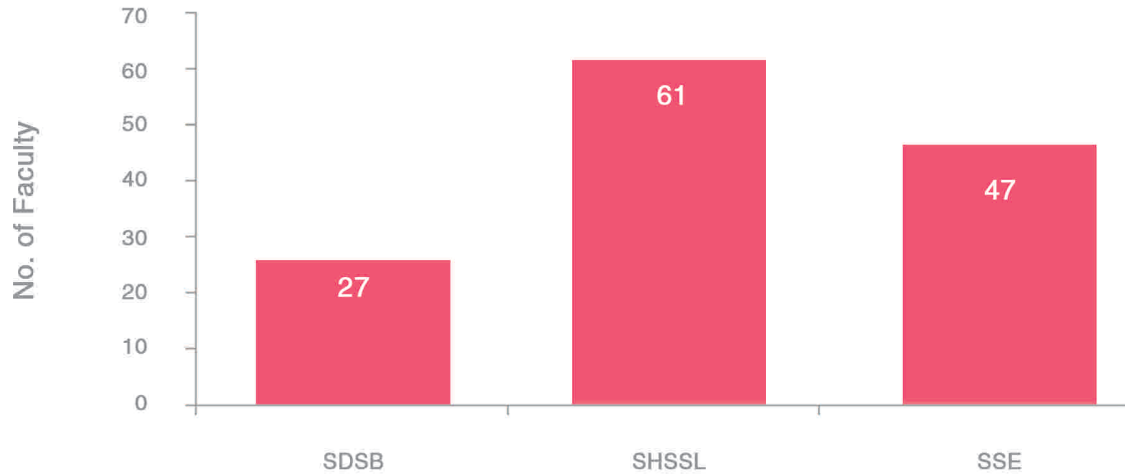
Faculty Growth



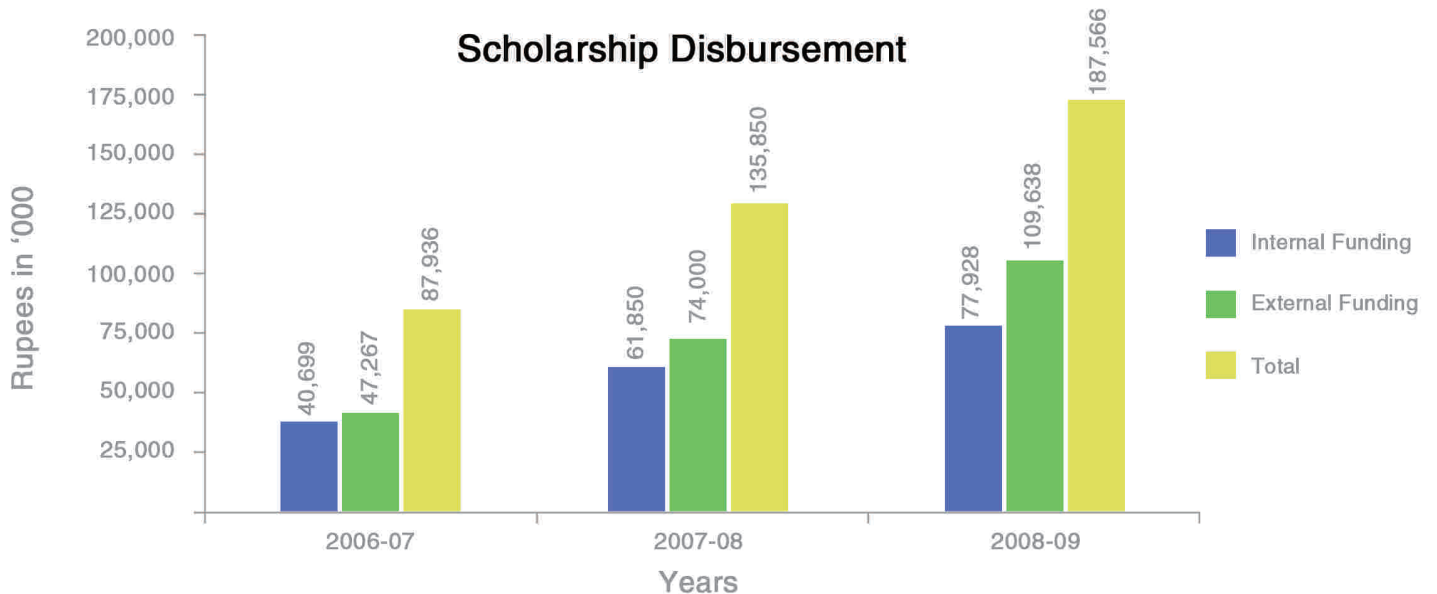
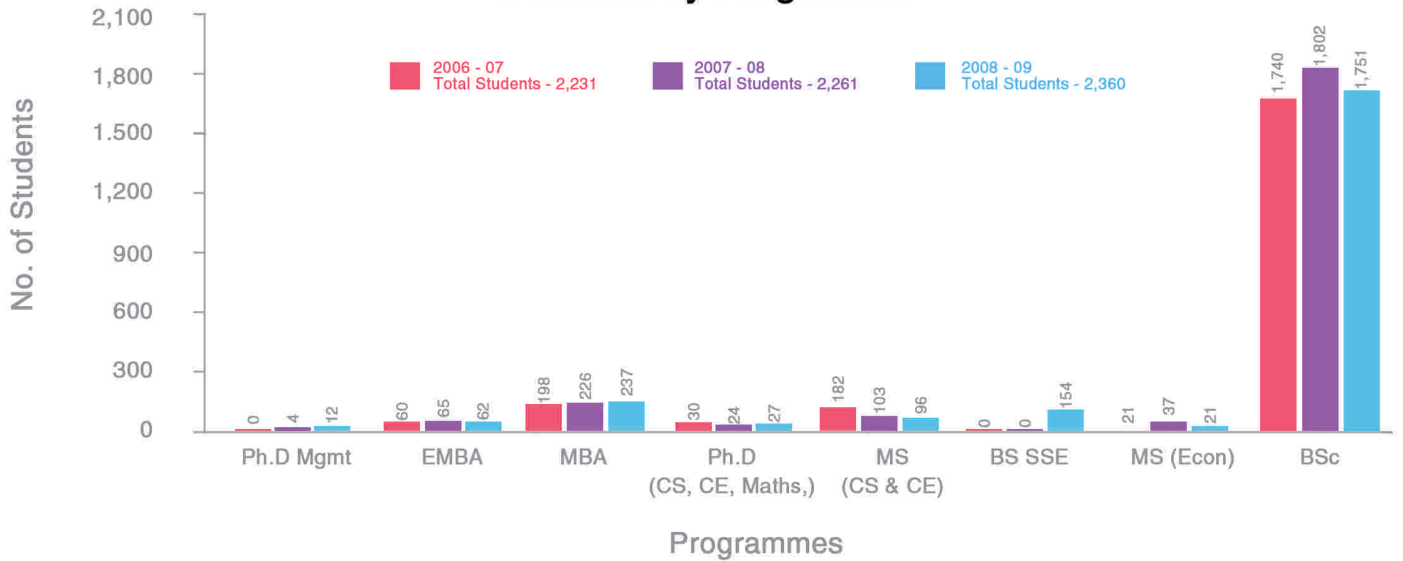
Faculty by Department - FY 2008 - 09



Faculty by School - 2008 - 09



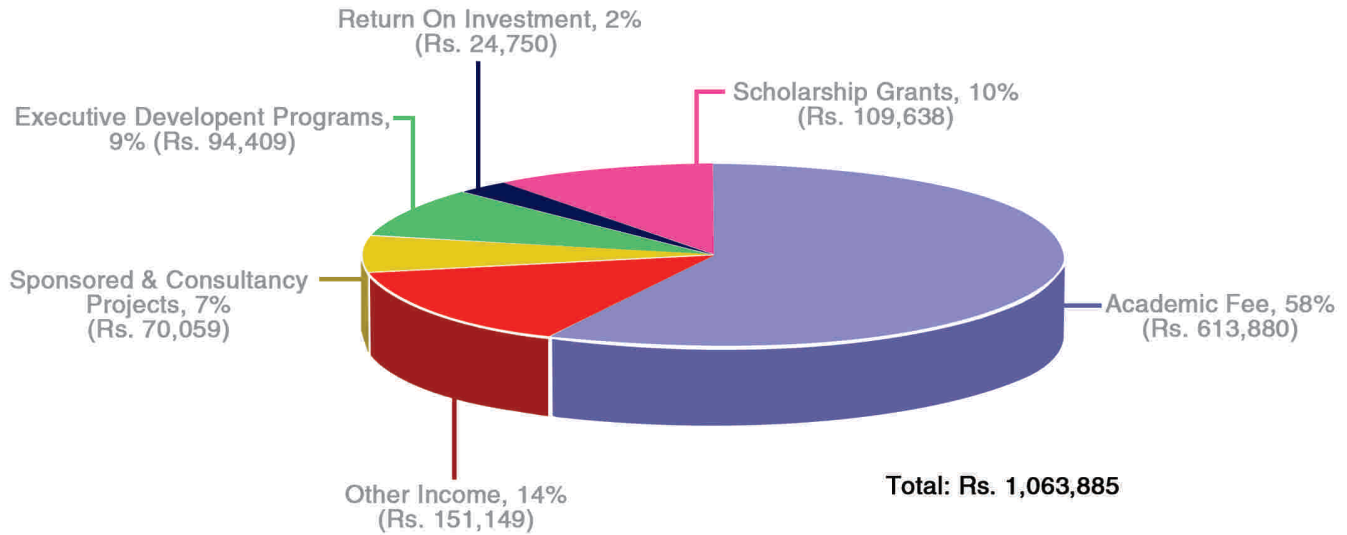
Students by Programme





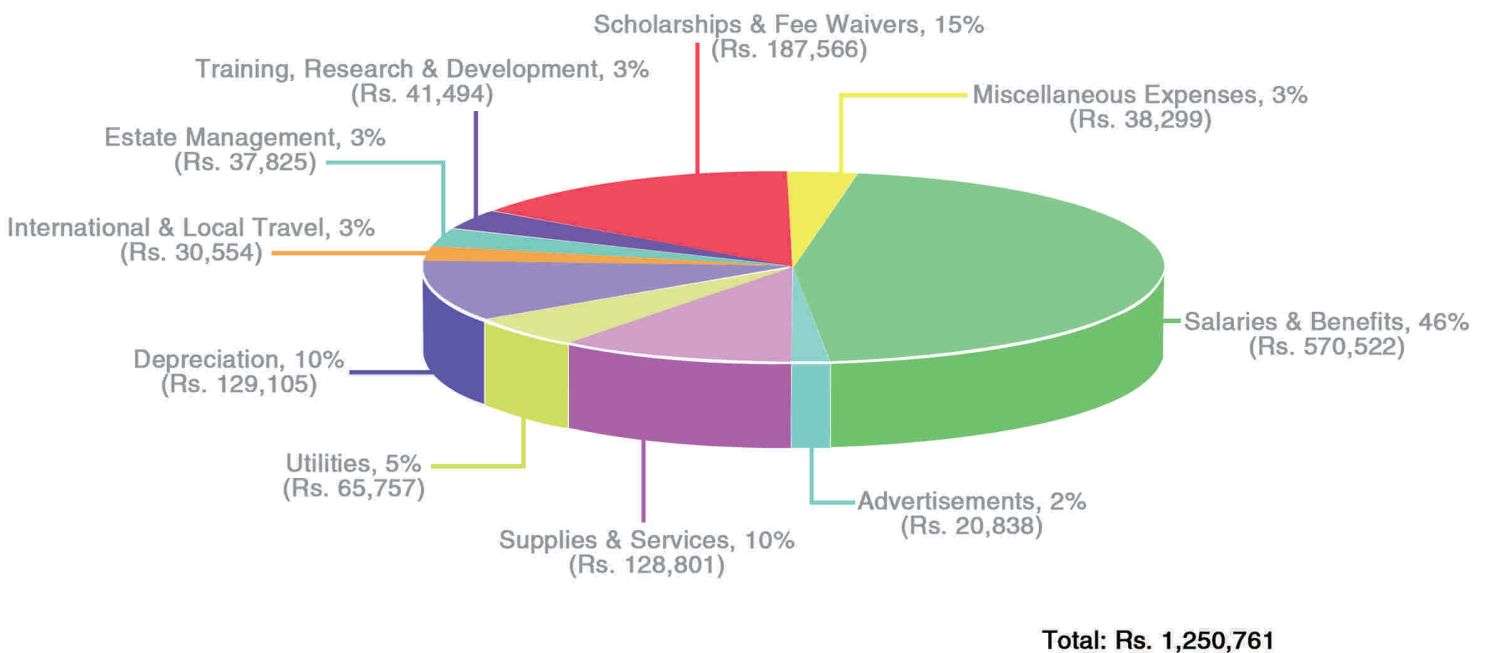
Operating Revenue, 2008-09

RUPEES IN '000

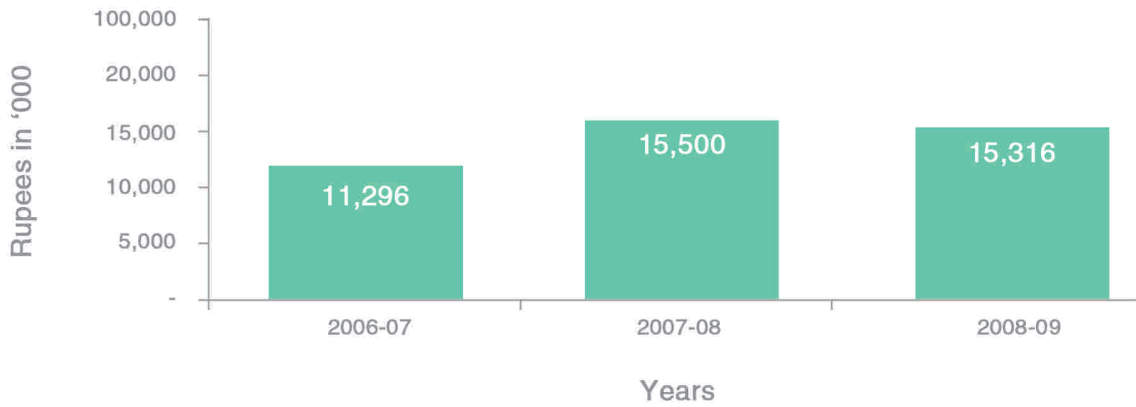


Operating Expenses, 2008-09

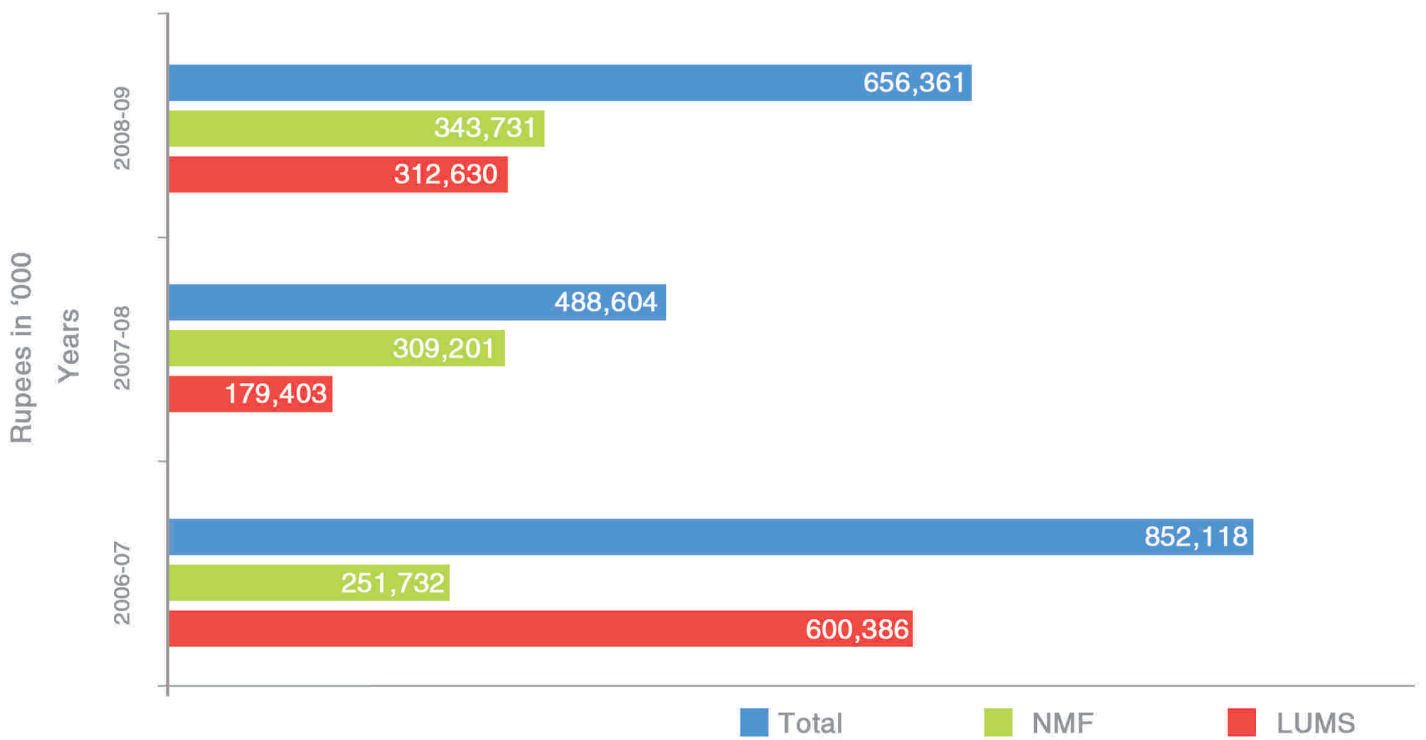
RUPEES IN '000



Student Loan Recovery



Grants & Donations Inflow



In 2008-09, LUMS received a grant of Rs. 150 million from NMF to meet its operating deficit.

FUNDRAISING DEPARTMENT

The very first activity was giving a structure to the Fundraising Department. A team of two people was developed, each to handle a different profile. Roles, objectives and deliverables were documented for each team member.

The next step was to ensure proper documentation of all donations and contributions to LUMS to date. With the help of Finance & Accounts Department, information regarding all donors of LUMS was collected and documented. A stewardship process was implemented to revive and cultivate relationship with existing donors through acknowledgements, dinners and signing of MoUs amongst other initiatives.

Furthermore a database was compiled, listing down prospective donors (local and international) to be targeted for fundraising. Donors were organized according to nature (cooperate, alumni etc). Prospective donors were researched thoroughly and then approached, keeping their giving trends in mind.

Class gifts were also solicited from the alumni. Processes were developed to encourage and engage the LUMS graduates in giving back to their institution. Special publications were developed to highlight the financial needs including a university wide Pledge Form, National Outreach Programme Newsletter and National Outreach Programme Pledge Form.

Another major challenge was facilitating the student societies in generating funds for their events and projects. SOPs have been developed to pen down branding and sponsorship policies in order to safeguard the LUMS premises and brand equity.

The department is currently working on preparing a fundraising campaign due to be launched in 2010.

The three schools of LUMS are in different stages of development and have different funding needs. The Suleman Dawood School of Business, School of Humanities, Social Sciences & Law and the recent ambitious School of Science & Engineering require substantial funding support for infrastructural initiatives, scholarships, endowments, research efforts and chair funds.

Also, the LUMS National Outreach Programme, a development initiative taken by LUMS in 2001 to induct financially disadvantaged youth of Pakistan, requires financial support from socially responsible individuals and companies to help expand and become sustainable.



We are grateful to all our generous donors (corporatism individuals and alumni) who have contributed to LUMS in the form of scholarships/endowments. Being a non-profit organization and at the same time, expanding at a rapid pace, LUMS plans to eventually become a self sustaining, high quality institute that inducts deserving students on need blind basis.

ALUMNI AFFAIRS

The Alumni Affairs Department is working proactively to keep the alumni in contact with the University and each other for their mutual benefit and for the continuing support and advancement of LUMS. The rationale is to enhance the involvement of alumni in the university activities.

The Alumni Department is constantly looking for ways to connect further with the alumni.

The Alumni Database was updated in July 2008 so that LUMS has a secure resource to connect with the alumni. The Alumni Annual Magazine 2008 was also one such effort which was well received by the Alumni. The 8th LUMS Alumni Annual Homecoming 2008 was hosted at LUMS on December 20, 2008 which was attended by more than 300 graduates, now professionals and high achievers in various fields.

LUMS Alumni Department also hosted its yearly Alumni Orientation Sessions with the graduating batch of MBA, EMBA, MS & BSc in March and April, 2009. The focus of these sessions was to inform the new graduates about the alumni department and how the alumni network can work to support LUMS and its stakeholders. The office held a number of student counseling sessions as well to give the graduating batch some career counseling by the alumni. Each session comprised of a one hour discussion where each alumnus talked about for 10-15 minutes followed by a question and answer round. Well placed LUMS alumni from various institutes as well as entrepreneurs participated in these sessions.

The first MBA 1988 Twenty Year Reunion was held on May 09, 2009. The event commenced with a nostalgic experience for the alumni and the faculty. The instructors and the alumni shared their memories and views. The event concluded with dinner at EDH hosted by Syed Babar Ali.

The LUMS Alumni Chapters, another initiative has been taken by the department to organize volunteer alumni teams in various regions to work with LUMS. The

first meeting for the Karachi Chapter Volunteers was coordinated in March 2009. The Alumni Office participated in the meeting to give initial team formation and activity guidelines. This meeting and then subsequent meetings resulted in the establishment of LUMS Karachi Alumni Chapter (LKAC). LKAC hosted their first event, a successful volleyball tournament on May 30, 2009. The chapter has also started providing support to various functions at LUMS like placements, networking etc. Besides this, a meeting for the Islamabad Chapter volunteers was held in April, 2009. The team worked on a structure plan and hosted the Islamabad Chapter Reunion in August 2009. Similar the Alumni Chapter teams have been formed in Saudi Arabia and Kuwait respectively.

The VC, Dr. Ahmad Jan Durrani and Sheikh Ali Hussain, Director Resource Development & Alumni Affairs, visited the US in June 2009; the purpose of this trip was to develop alumni and corporate relationships in the US and to structure the US LUMS Alumni Chapter. In this regard, three Alumni Reunions were hosted.

The first reunion was held at New York on Sunday, June 14, 2009, the second was in Seattle on Friday, June 26, 2009 while the third was in San Francisco on Sunday, June 28, 2009. Dr. Durrani also had meetings with notable alumni working with prominent organizations like the World Bank and IMF. He also met members of OPEN in both DC and Houston. Apart from alumni networking, this visit helped in firstly introducing LUMS to the US community, secondly in boosting LUMS graduate placements and finally in developing linkages for future financial support for LUMS. This also opened the avenues to structuring the US LUMS Alumni Chapter.



RECENT INITIATIVES





RESIDENTIAL COLLEGE MODEL

Adopted by many universities worldwide in recent years, a Residential College model gives emphasis to faculty- student interface beyond the academic circle, and fellow students being mentors for each other. Being an independently governed community within the university, they provide a platform for more personalized interaction with mentors, both academic and pastoral. Residential Colleges are a system in which societies are led by the faculty providing stable grounds to build a community and strong communications across college students. This consequently provides the advantages of a small college, such as healthy competitions, managing funds etc., in the setting of a large university on the whole. This model is known for not only developing a strong sense of community among students, it also helps in bringing the academic standings higher.

The old LUMS education model and the Residential College model's main difference is that the students' problems are anticipated beforehand. Greater attention and participation is persuaded from each faculty member and students to look into such matters. The model also supports the proposals colleges have put forward themselves, bringing about improvements for campus life.

The main features that the Residential Colleges have are:

- Faculty participation and leadership to develop more student-faculty relationships and interfaces. (Administrative personnel are not expected to contribute or assist community development.)
- Peer-to-peer mentoring. Day scholars and campus residents, regardless of batch, participate together and share spaces on campus. (This includes dining spaces and access to social spaces in the hostel buildings.)
- A larger sense of community to develop a culture of trust, respect, and pride. As faculty members and students interact and develop their respective college communities, they will also work together to create a culture unlike any that LUMS has seen. This model would bring faculty and students closer outside the classroom.
- Student-faculty self governance and policy-making. In line with a culture of trust and respect, faculty and administrative roles will be less to police students, and more so to guide students through how to hold

themselves to higher standards. Within these communities, students will be held accountable in ways decided by the college rules.

With the batch of 2013 coming in for their orientation this fall, the Residential Colleges initiative comes to life. All freshmen are part of one of three colleges – M5, M6 and Henna Amina College (F3) – along with some senior students who have volunteered to be part of the RC. This shuffling of the batches ensures vertical integration between batches and peer mentorship. The welcome of the freshmen during the orientation or O-Week has been designed to create association with the RC, and the freshmen get a chance to bond and interact with each other.

After the O-Week, the process of forming student governments and college constitutions for each college starts. This measure will give proper structure to the newly built colleges and empower students. In Fall '09 only the freshmen colleges will be switching to residential colleges and each will be led by a college master.

A long thought process has gone into the transition before making the final decision. In Dr. Durrani's words "The primary purpose of this initiative is to build a more close-knit community within each college and encourage greater faculty-student interaction, thus providing multiple layers of safety nets for academic and emotional well being of our students."

College Masters:

Mr. Yasser Hashmi
Assistant Professor, Department of Humanities and Social Sciences,
Master of M5 College

Dr. Syed Noman-ul-Haq
Visiting Faculty, Department of Humanities and Social Sciences,
Master of M6 College

Ms. Uzma Mazhar
Visiting Faculty, Department of Humanities and Social Sciences,
Master of Henna-Amina College



SECURITY OVERVIEW

In a joint effort by the local authorities and the University management, LUMS is exploring new safety measures following a string of security threats. The first step the management took is to have controlled access. This has been accomplished by issuing SmartCards. Card readers and cameras have also been installed, both working in conjunction with each other. Whenever a card is activated- simultaneously a video recording of the card holder is logged for ten days. This access control prevents unauthorized entry into restricted areas such as the wings and offices of the Admin Block, Library, IST, Marketing Department, hostels and warehouses etc. Such a step was taken to secure the premises from theft and to control the right of entry of certain areas.

Keeping in mind the security situation of the country certain measures had to be taken up against the threats. The assessment of security has been carried out by the district government, local police authority and the LUMS management. Consequently the subsequent measures have been put into practice:

- Induction of additional security guards armed with sophisticated weapons.
- Placing of road barriers.
- Improving the peripheral wall security by fencing it with razor wire
- Installation of search lights to illuminate the dark and shadowy areas along the boundary wall.
- Application of emergency plans which include safe evacuation of campus occupants incase of terrorist activity. This includes mounting of speakers for instructions and a siren based alarm system.
- Emergency exists in the boundary walls.

Finances:

Rs. 4.9 lakhs has been spent on the security measures so far. The amount has been spent on taking the following security measures: walkthrough gates, special security commandos for the University besides 15 other guards hired for perimeter patrolling, double razor wires on 15 vulnerable points along the boundary, cement blocks have been placed, flood lights and installation of a speaker alarm system.





Zambeel has launched during (2008 - 2009). The software helps in student admissions and the enrollment process. The initial investment for the project was \$650,000 and the maintenance costs for the year have been \$100,000. Currently, the software is being looked at so it can be completely error-free for the next enrolment cycle.

E-Learning is a new means by which the IST Department uploads all training resources of Zambeel and Microsoft Office. The department also holds training sessions in its labs once a month which are open to the LUMS community. Those who miss out on these sessions can call the help desk and arrange one on one sessions provided by the department. Over the past year 180 one to one tutorials were held and 45 training sessions have been hosted. The response to these sessions has been positive and they are largely attended by faculty along with their TAs.

A major system now used in LUMS is SharePoint. All forms, documents, and minutes of meetings etc can be uploaded and shared through this programme, making it an integrated data sharing system. It is an all in one repository. Users don't need to rummage through their inbox to find a document or worry about the hassle of emailing everyone the minutes of a meeting. This is a service where live collaboration takes place.

The indent system is a custom developed application which is web based and is maintained and run by an in-house team. The idea to make the endless paper work process more efficient originated in 2006. The system of paper-less, web based indents was improved and launched with a newer version in July 2009. This updated version has a vaster item list and users are given the choice to create their own items. Compared to the manual workings practiced earlier, this system is far more efficient. The Scheduler software has also been adopted, which helps in handing scheduling for classes and goes a long way in insuring that discrepancies are avoided.

The Smart Card project was also started with an investment of \$120,000 with maintenance costs being projected at \$6,000 for the year 2009/2010. The idea was generated in 2008 and took a year to execute (March 2009). The objective was to create harmony between people, process and technology. ['People' being the manpower used for security checks etc. 'process' meaning the smart card holders and 'technology' being the system used to execute this security check]. So far the technology part has been achieved efficiently but has not been timely. The IST Department has laid down the technical infrastructure for all the security measures. This includes video surveillance, technology for the central operating room all



for managing visitors and to beef up security. Technology used is iClass Smart Cards. These have a built in memory chip that stores each individual's data and cannot be tampered with. Readers have been installed where only authorized access is permitted. Every time a card is swiped it shows on screens in the control room and is recorded in a log which is maintained for 10 days.

The telecommunication system at the University has also been upgraded with analogue phones being converted to digital. Direct numbers have been provided to offices and the LUMS UAN has been established. The GFI Fax Maker has also been put to use by the University. Through this programme faxes can be sent and received by users directly in their email inbox.

Fiber cables are being installed in the new School of Science and Engineering building for efficient internet services.

OFFICE OF SPORTS, WELLNESS AND RECREATION



In universities across Pakistan, participation in sports has been substantially reduced and in some cases completely eliminated. This is mainly in response to budget concerns, pressures to improve academic scores and preset scenario of the country. LUMS being acknowledged as the best educational institution of the country is not only renowned for academic standards par excellence, but has also established a strong foothold in the realm of sports activities. LUMS believes that students-athletes who are active and fit tend to perform better in the classroom, and that daily participation in sports does not adversely affect academic performance.

The academic year, 2008-9, saw LUMS crossing international borders to Turkey and Dubai.

Office of Sports, Wellness and Recreation (SWR) and reformation of the Sports Committee has been created under the patronage of the Vice Chancellor, Dr. Ahmad Jan Durrani, and patron sports, Dr. Ali Khan. This has led to improvement and major infrastructural development within the Syed Maratib Ali Sports Complex. The following changes, with the approval of the Sports Committee, were made by the office;

- Floors of the four squash courts were refurbished by experts who made the old floors look pristine.
- A jogging track alongside the cricket ground has been laid down for the regular users.
- Department of Sports Wellness and Recreation initiated the taekwondo and aerobics classes during the summer of 2009 and received an enthusiastic response from the LUMS community as the classes were full to capacity.
- The department also initiated sports summer camps for school children during vacations. This venture was a great success as children flocked to the programme.
- A board room has been set up in Sports Complex opposite the reception. All future meetings will be held here from now on.
- In the corridors of Syed Maratab Ali Sports Complex, a roll of honours plaque has been set up honouring and encouraging students –athletes.

It has been a burgeoning year for the following sports for which large scale intra-LUMS events were organized and are on their way to breaking into the intervarsity and national level tournaments this year:

- Athletics
- Hockey
- Softball

LUMS Sports Society's greatest achievement of the year was its participation in a tournament in Turkey. A total of 59 sportsmen and sportswomen represented LUMS in the International Sports Fest at Bogazici University in Istanbul, Turkey, in May 2009.

SWR athletes participated in 8 different sports. LUMS won a total of 7 medals: 3 in table tennis (Shaza Fatima, Amna Humayun and Sameera Sohail), 3 in badminton (Shaza Fatima, Aarsal Naveed and Zain ul Abideen Sohail) and 1 bronze medal in water polo (Captain: Shaan Lashari).





EMERGENCY MEDICAL SYSTEM

‘If we can save one life, then every effort we make is worth it.’

LUMS now has a fully operational Emergency Medical System set up and it is managed entirely by a dedicated group of students on call around the clock, seven days a week to ensure that any emergency situation requiring immediate lifesaving intervention is provided for.

Trained through a rigorous fifteen day programme by the Punjab Government’s Rescue 1122 personnel, the first batch of certified Medical First Responders (MFR) began operations on the LUMS campus in the winter quarter 2008-2009. They are trained in first aid techniques to handle cases ranging from heart attacks and choking to spinal injuries and fractures. Confidence comes with having received expert training and practice.

This has been the first initiative of its kind in a Pakistani university, and the LUMS EMS is actually also the first certified team to receive training as MFRs by Rescue 1122. The LUMS EMS wants to help establish this same kind of programme in other universities, and future plans also include extending services to the surrounding area of DHA in collaboration with 1122. The EMS team is currently raising funds for an ambulance to be parked in LUMS at all times, and be driven by EMS personnel themselves in case of an emergency requiring transport to hospital.

A group of around 10 students juggle their academic and extra curricular life at LUMS while keeping the EMS system functioning, and even expanding. Every quarter, the existing EMS team conducts an EMS course, to further train other students and even staff members. A small number are allowed into this course teaching basic lifesaving techniques and proper etiquette for an MFR, followed by frequent testing of theory and rigorous practical evaluations. There is a strong emphasis on a certain standard of performance, the right attitude, and attendance, for this course and its teachers carry with them a huge responsibility – that of attempting to save patients’ lives.

Any phone extension in LUMS dialing 1122 will make a call straight to the EMS office located in the sports complex. Emergencies include injuries and severe illness that require immediate medical attention. An MFR will reach the patient within 6-7 minutes, and conduct a thorough physical exam, to assess the patient and then attempt to stabilize his condition, and call an ambulance if need be.



QUARTER TO SEMESTER


Quarter to semester switch, or the Q2S, as it is popular known as in LUMS, is a landmark change in the University's history. The decision to make this switch resulted in a lot of work for the registrar's office with work. The office had to deal with student queries as well as helping the faculty out.

The new system, being the semester system, works to the students' advantage. It gives them more time to settle in and grasp knowledge of the subject. This system allows the student more time to comprehend the subject matter better, and the average students benefit more through this system.

Ninety five percent of universities across the globe are on the semester system. This allows LUMS to be in sync with exchange programmes and international linkage is made easier. All course books are made keeping the semester system in mind. Previously LUMS had to convert these resources in accordance to the quarter system. With the semester system in place, it helps the students as well as the faculty to look up resources.

According to Mr. Jadoon, adapting to the semester system raised many questions. For this reason, the registrar's office published a new and improved handbook which has made comprehension of course codes, requirements etc. lucid. Open houses were also held to directly remove any uncertainty and answer all questions that students had.





CENTRE FOR ACADEMIC ADVISING

The Center for Academic Advising was established this fiscal year. The Center believes that the fundamentals of a supportive and collaborative community of learning are driven by a strong academic advising programme at LUMS. A self-aware, inspired and informed student body at LUMS will be capable of making the most of the opportunities for personal and intellectual development that LUMS offers. Especially for undergraduates, who are still developing intellectually, discovering their learning style, and seeking out what they feel intellectually passionate about, academic direction from experienced professionals is essential to enable them to make academic choices that support their career and personal development goals.

Q & A

With university core and major-specific requirements to keep track of, students need counsel in developing long and short-term academic plans for their time at LUMS. They need advice on what area of concentration to opt for, assistance in objectively assessing their interests, strengths, wider life goals and career aspirations, and making decisions about their education from a self-aware and growth-oriented mindset. They need help with what courses to choose such that they fulfill university graduation requirements on time and derive intellectual satisfaction from their educational experiences at LUMS. Students also need help with choosing which graduate school programmes to apply to, and then managing the graduate school application process. Most importantly, students who are facing academic difficulties need to be given a platform where they feel comfortable talking about their problems.

The Academic Advising Center within the Office of Student Affairs will develop advising programmes that will cater to our student body's academic advising needs. The idea is to reach out to our student body through regular informational and inspirational talks, print material with helpful directives on various issues, a central website and a comprehensive Peer Advising Fellows program. Students will also be able to schedule individual counseling sessions with Academic Counseling Staff at the center who are trained to help address their concerns. A help desk will take academic queries from students, and try to get back to them with answers quickly.



THE HUMAN RESOURCES DEPARTMENT

The Human Resource Department at LUMS is mainly involved in recruitment and selection, training and development, compensation and benefits and implementing Peoplesoft HRMS.

The Peoplesoft Core HRMS module was launched this year. This system captures the information on each employee and helps the department prepare useful reports and conduct analyses. Additional modules related to recruitment, self service and performance management are lined up to be implemented.

The LUMS HRD is developing an in-house training facility with specialized staff that will develop and deliver in-house trainings. Many new trainers are also being introduced to the LUMS community and are delivering trainings based on the results of the training needs assessment conducted this year.

In recruitment, processes are being improved and redefined in order to help departments recruit the best candidates. By implementing Peoplesoft Candidate Gateway and Talent Acquisition Manager, the department hopes to streamline its recruitment operations further.

HRD manages a daycare located on campus. LUMS has invested a lot in the centre in the past year and fun activities are carried out regularly for the children. In addition to this, the benefits team is working on new initiatives and helping employees with loans and other needs. The department has also been involved in managing faculty apartment allocation.





RESOURCE DEVELOPMENT AND ALUMNI AFFAIRS

The Resource Development and Alumni Affairs Department comprises of four major sub components; the alumni affairs, fundraising, NOP, communications and publications, and the marketing department.

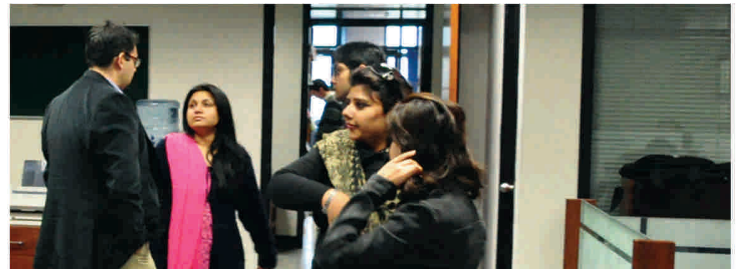
The External Relations Department at LUMS has been renamed as the Communications Department. This has been a vital change as now the department looks after the internal as well as external communications of the University. This means communication within the university with faculty staff and students as well as externally with media, prospective students etc. Another portfolio added to the RD&AA is the publications unit. This unit has been setup to ensure that the LUMS publications are of high quality and error free. This unit looks after various magazines, reports, newsletters as well as the website content.

The Marketing Department is primarily responsible for marketing two schools; SHSSL and SSE. The department uses various methods to reach out to potential students. One such means is the open day which is held every year. Details are available on BSc (Honors)/BA.LL.B/BS, MBA, MS/PhD CS/Computer Engineering, MSc Economics, PhD Mathematics, Executive MBA and PhD Management, campus life and fee structure.

LUMS marketing department organizes an annual information session in all major cities of Pakistan (i.e. Abbotabad, Bahawalpur, Faisalabad, Gujranwala, Hyderabad, Karachi, Lahore, Multan, Rawalpindi, Sialkot, Sukkur and Sargodha) for FA/FSc students. The NOP is also marketed through these sessions. Participants are guided in detail about the programmes and facilities offered at LUMS, the admission process and

financial assistance opportunities.

The department also makes the potential market aware of the programmes offered at LUMS by regularly visiting and presenting in schools and various institutes around Pakistan. The marketing department is responsible for updating and managing the main LUMS website as it is a vital tool in selling LUMS.



DONORS

(Companies & Almuni)

During the short span that the Fundraising Department became functional, the following companies/individuals have stepped forward with their support.

Endowments

LCCI Endowment Fund	Rahim Jan Fund
PSO Endowment Fund	NOP General Endowment Fund
Uch Power (Pvt.) Limited Fund	
Coca Cola Endowment Fund	
Schlumberger Seaco Inc Fund	
Salman Butt Fund	
Danyal Mahmood Fund	

Scholarships

Sui Southren Gas Company Limited Fund	Mitsubishi Corporation (Japan) Fund	Imran Alam Dar Contribution	Analytical Measuring System (Pvt.) Limited Contribution
Pak Electron Limited Fund	AES Lal Pir (Pvt.) Limited Fund	Talha Farrukh Contribution	
Zephyr Textile Limited Fund	K F W Factors (Pvt.) Limited Fund	Arifa Asad Scholarship Fund	Farah & Shahzad Benevolent Fund
Atlas Foundation Fund	Roche Pakistan Limited Fund	Arif Faruque Fund	Osama Khalid Waheed Fund
Al Ghurair Group Fund	Ferozsons (Pvt.) Limited Fund	Muhammad Affwan Ashraf Contribution	Aftab Associates Contribution
Khushali Bank Scholarship Fund	International Chemplast (Pvt.) Limited Fund	Hasan Yousaf Shah Fund	Syed Babar Ali Fund
United Bank Limited Fund	Barclays Bank PLC Fund	Ashraf Riaz Scholarship Fund	Fawwad Shafi Contribution
Mobilink Fund	HEC JICA Scholarship Fund	Agha Mirza Contribution	Pakistan Mobile Communication
Seead ul Hassan Shah Scholarship Fund	Higher Educaion Commission USAID Fund	Sajjad Syed Fund	Babar Ali Foundation
Unilever Pakistan Limited Fund	NESCOM Fund	Irfan Mustafa Fund	
Habib Metropolitan Bank Limited Fund	OGS Trust Fund	Shahzada Dawood Scholarship Fund	
Friends of LUMS - USA	Adeela Aleem Fund	Mr. Shahzad Contribution	
Lahore Stock Exchange Fund	Muneeza Mehmood Alam Contribution	Ayub Brothers Contribution	
Shell HEC Scholarship Fund	Syeda Ghulam Batool Scholar Fund	Rays Technologies Contribution	

Others

Syed Babar Ali (Zahoor Hassan Medal)
 Services (Pvt.) Ltd (Zahoor Hassan Medal)
 Manzur ul Haq (Zahoor Hassan Medal)
 Mentor Graphics (Chair Fund)

Alumni

Scholarship for BSc Class of 1998	Scholarship for MBA Class of 1991
Scholarship for BSc Class of 2002	Scholarship for MBA Class of 1997
Scholarship for BSc Class of 2004	Scholarship for MBA Class of 1999
Scholarship for BSc Class of 2005	Scholarship for MBA Class of 2006
Scholarship for BSc Class of 2006	Scholarship for MBA Class of 2007
Scholarship for BSc Class of 2009	



Distributed By:
Marketing and Communications Department

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