

# SDSB GAZETTE

First of its kind, the SDSB Gazette will be a semester wise issue highlighting the achievements of SDSB with the LUMS community.

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## Contents

- Message from the Dean
- SDSB Highlights
- Faculty Research, Workshops, Seminars
- Accreditation
- Faculty Recruitment
- Students
- Raising Executive Development Centre
- Social Enterprise Development Centre
- Centre For Governance and Public Management
- Centre for Islamic Finance
- SDSB Strategic Sectors Centre
- SDSB Speaker Series and Events

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## MESSAGE FROM THE DEAN



**Jawad Syed, Dean & Professor**

**T**his was a fantastic year for the Suleman Dawood School of Business (SDSB). In

March 2017, we received the wonderful news that the reputed QS World University Rankings (by subject) have ranked the SDSB amongst the top 251-300 business schools in the world. This is a significant achievement for the School, and the credit goes to the entire SDSB faculty. Earlier, in July 2016, our MBA and undergraduate programmes were awarded full accreditation by the National Business Education Accreditation Council, placing the School in the highest quality category of 'W'.

As most of you know, the SDSB has pioneered the case method form of teaching in Pakistan. In October 2016, we were approved as a partner distributor by Harvard Business Publishing (HBP). Cases written by the SDSB faculty will be available online on the HBP catalogue by Fall 2017. I would like to congratulate the entire SDSB community for these achievements.

I would like to welcome new SDSB faculty members, Dr. Fahad Mehmood (Politecnico di Torino, Italy), Dr. Faiza Ali (Macquarie University, Australia), Dr. M. Azfar Nisar (Arizona State University, USA), Dr. Muhammad Shafique (Maastricht University, Netherlands), Dr. Omair Haroon (The Hong Kong Polytechnic University, Hong Kong), Dr. S. Aun Raza Rizvi (INCEIF, Malaysia), Dr. Moeen Naseer Butt (Ivey Business School, Western University, Canada), Dr. Anjum Fayyaz (Copenhagen Business School, Denmark) and Dr. Zainab Riaz (Loughborough University, UK), to the School.

Research and scholarship at the SDSB go hand in hand with teaching and service. In 2016, the 'A' ranked journal publications of the SDSB faculty (rankings determined through Master Journal List of Australian Business Deans Council and Academic Journal Guide of Chartered Association of Business Schools) increased by 30%.

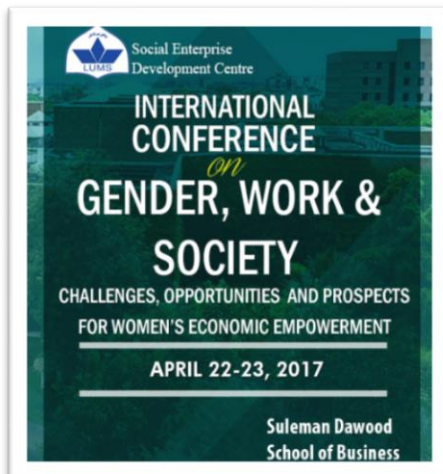
In terms of teaching, the first batch of our Management Science undergraduate programme graduated in 2016. It is with a feeling of pride that I can tell you that 84% of our students received employment offers soon after their graduation. I also am pleased to share that a total of 365 students graduated from the different degree programmes of SDSB in July 2017. Our international exchange programme is moving forward successfully with 15 of our students going abroad to study this year. Additionally, we have formalised a partnership with the University of California Berkeley through the Berkeley-Haas Global Access Programme through which our students will be exposed to a wonderful study abroad experience. We have also recently welcomed Sabanci University, Turkey onboard the exchange programme. The Centre for Governance and Public Management at the School will be launching a new Master of Science in Development and Policy programme in collaboration with the Mushtaq Ahmad Gurmani School of Humanities and Social Sciences (MGSHSS) in Fall 2017. The programme aims to inspire fresh graduates and mid-career professionals seeking careers in the development sector.

Ever the innovators in executive education, the Rausing Executive Development Centre (REDC) have launched 14 customised and 4 open enrollment programmes last year. A total of 22 customised programmes were conducted for leading public and private sector organisations including Unilever, Bank Alfalah, Engro Corporation, Telenor Pakistan, Punjab Resource Management, Coca Cola Pakistan, and The City School.

In 2017, the centres at the SDSB have organised three research conferences:

- 1) The International Conference 'Gender, Work and Society - Challenges, Opportunities and Prospects for Women's Economic Empowerment in South Asia and beyond' was organised by the Social Enterprise Development Centre at SDSB LUMS on 22<sup>nd</sup> & 23<sup>rd</sup> April 2017,
- 2) 2<sup>nd</sup> Islamic Finance, Banking and Business Ethics Global Conference 2017 - 'Risk Sharing Islamic Finance: Challenges, Innovation and Leadership' was organised by the Centre for Islamic Finance on 18<sup>th</sup> & 19<sup>th</sup> April 2017, and
- 3) 6<sup>th</sup> Asian Management Research and Case Conference - 'Emerging Business Trends in Asia' was organised by the Case Research Centre and Strategic Sectors Research Centre with and at University of Dhaka Bangladesh on 22<sup>nd</sup> & 23<sup>rd</sup> May 2017.

## INTERNATIONAL & National Conferences in 2017/17



## SDSB HIGHLIGHTS

1. National Business Education Accreditation Council (NBEAC) of Higher Education Commission of Pakistan (HEC) awarded full accreditation to SDSB MBA and Undergraduate Programmes, placing it in the highest HEC accreditation category “**W**” for four years (2016-2020) – July 2016
2. SDSB is a member of European Foundation for Management Development (EFMD)
3. Harvard Business Publishing (HBP) confirmed its partnership with SDSB to distribute SDSB cases through their site in October 2016
4. MBA structure has been reformed to augment ‘Experiential Learning’ and MBA 2018 will be the first class to pass out from the restructured programme
5. Student Exchange Programme established with Sabanci University, Turkey and Haas School of Business, University of California, Berkeley, USA
6. **10** merit-based scholarships awarded to students by CFA institute to ACF students
7. First batch of **89 MGS** students graduated in 2016:
  - a. ACF: **74%** Employed, **196** Summer Internships, **13%** Higher Studies
  - b. MGS: **84%** Employed, **70** Summer Internships, **11%** Higher Studies
8. **85 MGS & 168 ACF** students graduated in 2017 who are going through the placement process currently
9. Undergraduate programme recruiting companies included international organisations: **Bain and Co. UAE, McKinsey & Co., PWC Qatar, KPMG** etc.
10. **90%** MBA 2016 students were placed before the end of the year
11. For MBA 2017, **48** job offers were made including **38%** placements (acceptances) before graduation in June; which is higher than the last 2 years (28 offers last year before graduation)
12. MPO website launched a recruitment, mentoring and networking website for all our stakeholders
13. EMBA successfully completed **2 weeks’ International Study Module in Summer 2016**: the students visited **Google, Oracle, SAP, Sequoia Capital** and lectured by **Brooklyn University** and **Brown University** professors
14. **8 PhD** students cleared **comprehensive exam-2** and moved to **3rd year** last year
15. SDSB Faculty Team Building Events took place in – Nov 2016 & July 2017
16. SDSB Staff Team Building Event took place in – Oct 2016
17. SDSB launched the quarterly inaugural issue of its research newsletter **SDSB Impact**.

## FACULTY RESEARCH, WORKSHOPS, SEMINARS

### SDSB Faculty Teaching Workshops

Date	Name	Topic
18-Mar-16	Dr. Ehsan ul Haque and Dr. Syed Zahoor Hassan	Case Writing Workshop Session 2
22-Oct-16	Dr. Syed Zahoor Hassan and Dr. Arif I. Rana	Participant Centered Teaching for MBA/EMBA
29-Oct-16		
2-Dec-16	Dr. Ehsan ul Haque	Case Writing Workshop
16-Dec-16		
31-Mar-17	Dr. Kamran A. Chatha, Dr. Fazal J. Seyyed, Dr. M. Adeel Zaffar and Dr. Adnan Zahid	Undergraduate Case Teaching Workshop

### Research Seminars by International Speakers

Date	Name	Topic
21-Apr-16	Dr. Alnoor Bhimani, London School of Economics and Political Science (LSE)	Digitisation and the Coming Transformation of Management
9-Sep-16	Dr. M. Eskandar S.M. Rasid, INCEIF, Malaysia	Dispelling the Myth of a Value Premium: Contrary Evidence of Malaysian Crony Capitalism
14-Oct-16	Dr. Sami Farooq, Aalborg University, Denmark	International Manufacturing Network
11-Nov-16	Dr. Shaista E. Khilji, George Washington University, USA	Leadership Education and Development: Experiences, Reflections and Impact
23 & 24-Nov-16	Dr. Amir M Sharif Professor, Brunel Business School, Brunel University London	SDSB Qualitative Research Workshop
25-Nov-16	Dr. Amir M Sharif Professor, Brunel Business School, Brunel University London	SDSB Journal Paper Writing Workshop
1-Dec-16	Dr. Malcolm Harper, USA	Islamic Microfinance
9-Dec-16	Dr. Hans-Dietrich Haasis, University of Bremen, Germany	Supply Chain and Logistics Strategies in German Industries
16-Dec-16	Dr. Adrienne Roberts, University of Manchester, UK	Gendering Global Finance
25-Jan-17	Dr. Salman A. Mufti Associate Dean, Queen's Executive Education Associate Professor, Smith School of Business, Queen's University Kingston ON Canada	Design Thinking
26-Jan-17	Professor F. Robert Wheeler Dean, School of Business and Economics, University of Management and Technology	CPEC: Rejuvenation or Colonisation of Pakistan?

17-Feb-17	Dr. Anoop Madhok Professor of Strategy; Scotiabank Chair in International Business and Entrepreneurship, Schulich School of Business, York University	Firms, Markets and Crowds: Towards a New Economics of Organizing in the Digital Economy
17-Feb-17	Dr. Anoop Madhok Professor of Strategy; Scotiabank Chair in International Business and Entrepreneurship, Schulich School of Business, York University	Publishing in Top Tier Journals
24-Feb-17	Professor Alfred M. Jaeger Desautels Faculty of Management, McGill University	In Search of Global Managerial Values
24-Feb-17	Dr. Anoop Madhok Professor of Strategy; Scotiabank Chair in International Business and Entrepreneurship, Schulich School of Business, York University	The R & R Process
17-Mar-17	Dr. Faisal Khosa Certifications in Radiology from Europe, USA and Canada	Art & Science of Leadership
7-Apr-17	Mr. Shahid Ahmed Former United Nations Official	Rentier Capitalism. Disorganised Development and Social Injustice in Pakistan
28-Apr-17	Mr. Shoaib Chaudhary CEO Plumlogix	Digital Transformation of Business & Salesforce
26-May-17	Dr. Beverly Dawn Metcalfe Visiting Associate Professor in International Management and HRD at the American University of Beirut	Critical Perspectives of Islamic Feminism(s) and Feminising Islam

### **Faculty Roundtables**

<b>Date</b>	<b>Name</b>	<b>Topic</b>
11-Mar-16	Dr. Anwar Khurshid and Ms. Sara Alvi	Keeping on Track – Faculty Management at Government College University (GCU) Lahore
7-Oct-16	Dr. Salman Khan, Dr. Ferhana Ahmed & Mr. Samir Ahmed	PACRA: Evaluating the "W" Curve
28-Oct-16	Dr. Farrah Arif and Ms. Sarah Suneel S. Sarfraz	Mausummery Lawn – The Mystery Continues!
28-Oct-16	Dr. Zehra Waheed	The Business of Waste: Public-Private Partnership at Lahore Waste Management Company
11-Nov-16	Dr. Hassan Rauf	World Class Manufacturing at Tetra Pack

**SDSB Cases & Notes**

Year	Number of SDSB Cases & Notes
2013	29
2014	41
2015	62
2016	29

**Journal Article Publications**

Year	Journal Articles Published	Journal Articles Published – ‘A’ Ranked
2013	14	8
2014	19	10
2015	18	10
2016	21	13
2017 (June)	9	5

**SDSB Impact – Research Newsletter**

In November 2016, the Case Research Centre (CRC) launched the inaugural issue of its research newsletter - ‘**SDSB Impact**’. The purpose of this newsletter is to summarise important findings of the research conducted by the SDSB faculty and share those findings with managers, executives, entrepreneurs, and policy-makers. The cutting-edge research being done at the SDSB can have a positive impact on the managerial and industrial practices and policies in Pakistan. The second issue was published in April 2017.



*Do Bonuses and Other Extrinsic Rewards Guarantee Greater Employee Creativity?*



**Asian Journal of Management Cases**

Asian Journal of Management Cases (AJMC) is a bi-annual peer-reviewed journal edited by the faculty at the SDSB and published by **Sage Publications**. This journal aims at providing high quality teaching material to academics, consultants and management developers through cases and research on management practices in the socioeconomic context of developing Asian countries. In 2016-17, AJMC Volume 13 (Issues 1 & 2) and Volume 14 (Issue 1) were published.

## SDSB Scholarship Report

The SDSB Scholarship Reports 2015 & 2016 were printed. The scholarship report is a brief compilation of all the research published by the SDSB faculty annually. Below is the list of publications included in the 2016 scholarship report.

1. Banihani, M., & Syed, J. (2016). A macronational level analysis of Arab women's work engagement. *European Management Review*.
2. Ali, F., & Syed, J. (2016). From rhetoric to reality: A multilevel analysis of gender equality in Pakistani organisations. *Gender, Work & Organisation*.
3. Syed, J., & Pio, E. (2016). Muslim diaspora in the West and international HRM. *The International Journal of Human Resource Management*.
4. Ali, F., Malik, A., Pereira, V., & Al Ariss, A. (2016). A relational understanding of work-life balance of Muslim migrant women in the west: future research agenda. *The International Journal of Human Resource Management*.
5. Murray, P. A., & Ali, F. (2016). Agency and coping strategies for ethnic and gendered minorities at work. *The International Journal of Human Resource Management*.
6. Jaeger, A. M., Kim, S. S., & Butt, A. N. (2016). Leveraging Values Diversity: The Emergence and Implications of a Global Managerial Culture in Global Organisations. *Management International Review*.
7. Malik, M. A. R., & Butt, A. N. (2016). Rewards and Creativity: Past, Present, and Future. *Applied Psychology*.
8. Bouckenooghe, D., Raja, U., Butt, A., Abbas, M., & Bilgrami, S. (2016). Unpacking the curvilinear relationship between negative affectivity, performance, and turnover intentions: The moderating effect of time related work stress. *Journal of Management & Organisation*.
9. Azmat, S., Jalil, M. N., Skully, M., & Brown, K. (2016). Investor's choice of Shariah compliant 'replicas' and original Islamic instruments. *Journal of Economic Behavior & Organisation*.
10. Choudhry, M. T., Marelli, E., & Signorelli, M. (2016). Age dependency and labour productivity divergence. *Applied Economics*.
11. Bruno, G. S. F., Choudhry, M. T., Marelli, E., & Signorelli, M. (2016). The short- and long-run impacts of financial crises on youth unemployment in OECD countries. *Applied Economics*.
12. Umar, Z. (2015). Islamic vs. Conventional equities in a strategic asset allocation framework. *Pacific-Basin Finance Journal*.
13. Yuan, Q., Zhao, Y., Shang, H., Zhang, W., & Umar, Z. (2016). Financing constraints on the size distribution of industrial firms: the Chinese experience. *Applied Economics*.
14. Zulfiqar, G. (2017). Does Microfinance Enhance Gender Equity in Access to Finance? Evidence from Pakistan. *Feminist Economics*.
15. Williams, C. C., Shehryar, M., & Martinez, A. (2016). Determinants of the Level of Informality of Informal Micro-Enterprises: Some Evidence from the City of Lahore, Pakistan. *World Development*.
16. Rehman, F., & Cooper, R. J. (2016). Consumer Expectations: A Residual Based Approach. *Review of Income and Wealth*.



17. Arshad, S., Rizvi, S. A. R., Ghani, G. M., & Duasa, J. (2016). Investigating stock market efficiency: A look at OIC member countries. *Research in International Business and Finance*.
18. Alam, N., Arshad, S., and Rizvi, S. A. R. (2016). Do Islamic stock indices perform better than conventional counterparts? An empirical investigation of sectoral efficiency. *Review of Financial Economics*.
19. Rizvi, S. A. R., & Arshad, S. (2016). Analysis of the efficiency-integration nexus of Japanese stock market. *Physica A*.
20. Rizvi, S. A. R., & Arshad, S. (2016). How does crisis affect efficiency? An empirical study of East Asian markets. *Borsa Istanbul Review*.
21. Jajja, M. S. S., Kannan, V. R., Brah, S. A., & Hassan, S. Z. (2016). Supply chain strategy and the role of suppliers: evidence from the Indian sub-continent. *Benchmarking: An International Journal*.
22. Asif, M., Awan, M. U., Jajja, S. S., & Ahmad, H. (2016). Developing a scale for service quality measurement in banks. *International Journal of Services and Operations Management*.
23. Ashraf, R., & Merunka, D. (2016). The use and misuse of student samples: An empirical investigation of European marketing research. *Journal of Consumer Behaviour*.
24. Zaffar, M. A., Rajagopalan, H. K., Saydam, C., Mayorga, M., & Sharer, E. (2016). Coverage, survivability or response time: A comparative study of performance statistics used in ambulance location models via simulation optimisation. *Operations Research for Health Care*.
25. Khan, A. J., Rafique, R., Zafar, W., Shah, C., Haffty, B. G., Vicini, F., Zhao, Y. (2016). Nation-scale adoption of shorter breast radiotherapy schedules can increase survival in resource constrained economies: results from a Markov Chain analysis. *International Journal of Radiation Oncology. Biology. Physics*.



## Harvard Business Publishing & Suleman Dawood School of Business

**Harvard Business Publishing** (HBP) has approved the distribution of Suleman Dawood School of Business (SDSB) cases through its online catalogue. SDSB cases will be available (from Fall 2017) alongside Harvard cases. This is a major achievement for the Case Research Centre and an incredible accomplishment for the SDSB faculty and LUMS. It will put SDSB cases and the faculty on the international case map, and some of these cases would be taught across the globe.



### ACCREDITATION

- ✓ National Business Education Accreditation Council (NBEAC) – Higher Education Commission of Pakistan (HEC) awarded full accreditation to SDSB MBA and Undergraduate Programmes, placing it in the highest HEC accreditation category “**W**” for four years (2016-2020) in June 2016.
- ✓ SDSB restored its membership of **European Foundation for Management Development** (EFMD) and EFMD Global Network (EFMD – GN) in October 2016, as a step towards achieving **EFMD Quality Improvement System** (EQUIS) accreditation. As full member, SDSB benefits from all EFMD services and have voting rights in the EFMD Annual General Assembly. EQUIS is the leading international system of quality assessment, improvement, and accreditation of higher education institutions in management and business administration. As one of the largest international network association in the field of management development, the EFMD network includes nearly 900 institutional members and reaches over 30,000 management development professionals from academia, business, public service and consultancy across 86 countries worldwide.
- ✓ AACSB – Initial Accreditation Committee (IAC) accepted the Initial Self-Evaluation Report (iSER) and asked the school for an update

## FACULTY RECRUITMENT

As of December 2016, SDSB saw a good trend in hiring of academic staff in various levels in SDSB. Dr. Jawad Syed (Macquarie University), Dr. Faiza Ali (Macquarie University), Dr. Muhammad Shafique (Maastricht University, School of Business & Economics, The Netherlands), Dr. Muhammad Azfar Nisar (Arizona State University, USA), and Dr. Anjum Fayyaz (Copenhagen Business School, Denmark) joined SDSB in the **Organisation Behaviour & Human Resources** area. Meanwhile, Dr. Omair Haroon (The Hong Kong Polytechnic University) & Dr. Syed Aun Raza Rizvi (INCEIF) joined us in the functional area of **Accounting & Finance**. In the areas of **Operations Management & Information Systems**, Dr. Zainab Riaz (Loughborough University) and Dr. Fahad Mehmood (Politecnico di Torino) joined in the tenure track. Similarly, Dr. Moeen Naseer Butt (Ivey Business School, Western University, Canada) joined SDSB in the **Marketing** function.

**Total Faculty – 61**

**PhD Faculty – 46**

**Non-PhD Faculty – 15**

<u>Specialised Area</u>	<u>Faculty</u>
Accounting & Finance	23
Operations Management & Information Systems	13
Marketing	9
OB/HRM	16
<b>Total:</b>	<b>61</b>

## SDSB ADVISORY BOARD

New advisory board for SDSB was appointed:

- Prof. Jikyeong Kang**, President and Dean, Asian Institute of Management, Manila Philippines
- Prof. Simon Bell**, Director of Executive Education, University of Melbourne, Australia
- Prof. Alnoor Bhimani**, London School of Economics, UK
- Prof. Ralf Boscheck**, Lundin Family Professor of Economics and Business Policy IMD, Switzerland
- Prof. Bob Kennedy**, Dean Ivey Business School University of Western Ontario, Canada
- Mr. Fred Hasan**, Managing Director, Warburg Pincus, USA
- Mr. Salman Amin**, Chief Operating Officer, SC Johnson and Son, USA
- Dr. Shahid Ansari**, Chief Executive Officer, Babson Global, USA

## STUDENTS

### New Elective Courses were added in the fields of:

- Accounting and Islamic Finance – 5
- Operations - 3
- Finance - 1
- Management - 3
- Marketing - 1

### Introduction of specialisation tracks in ACF Programme:

- ACCA
- ICAP
- CFA SOA

## INTERNATIONAL EXCHANGE PROGRAMME

**10** MBA 2017 Students

went on the International Fall  
2016 Exchange Programme

**20** MBA 2018 Students

are set to go on the International Fall  
2017 Exchange Programme

The MBA 2018 students are going to the exchange programmes at the following institutions:

- Bond University, Australia
- University of Newcastle, Australia
- ESSEC Business School, France
- EmLyon Business School, France
- IESEG School of Management, France
- Koc University, Turkey
- University Sains Malaysia, Malaysia
- University of Malaya, Malaysia
- Putra Business School UPM, Malaysia
- Sabanci Universiti, Turkey
- Tsinghua School of Economics & Management, China



## UNDERGRADUATE PLACEMENTS

- **PKR 60,000/** – Average Salary per month in Pakistan for Accounting & Finance Graduates & Management Sciences
- **US \$ 6700/** – Highest Salary per month Internationally for Accounting & Finance Graduates & Management Sciences
- **90%** ACF & MGS Students were placed by the end of 2016
- **196** ACF Students placed on Summer Internships
- **70** MGS Students placed on Summer Internships

## MBA PLACEMENTS

- MPO website launched in 2016, which is going to cater to recruitment, mentoring, networking for all our stakeholders: recruiters, MBA and alumni
- Moving to new job portal of **bayt.com** which will make recruitment processes more efficient and give international visibility
- **40** Alumni Mock Interview Sessions conducted for MBA Students
- MBA 2016
  - **96%** MBA 2016 students were placed by year end

- **100%** Summer Internship recorded for the year
- MBA 2016 graduate placed in Google, Singapore

### MBA 2017

- **108** MBA 2017 students were offered Summer Internships
- **100%** MBA 2017 students placed on Summer Internships within the deadline
- Total job offers **48** which includes **38%** placements (acceptances) for 2017 class before graduation which is higher than the last 2 years (28 offers last year before graduation)

- The Local Average MBA Salary figures increased from PKR 106,680 (last year) to **PKR 129,636**
- International recruitment in Bain & Co., UAE at Consultant level with high salary package

### MBA 2018

- Total internship offers of **72** for 1st year MBA which includes **90%** placement in MNCs



## UNDERGRADUATE ADVISEMENT

*Undergraduate Students Advisement* started from November 2015 and has helped in students' grooming and issue resolution. To date a total of **1470** students have gone through the advisement process. Below are some encouraging statistics of this activity:

Advisement Statistics - Fall 2015	
Type of Issues	No. of Students
Probation Advisement	8
Academic & Non-Academic Issues	35
Instructor Referral Cases	4
<b>Total</b>	<b>47</b>

Advisement Statistics - Spring 2016	
Types of Issues	No. of Students
Vulnerable & Probation Advisement	53
Course Plan Advisement / Academic Advisement	28
Enrollment Cases	219
Course Withdrawal Cases	6
Transfer Cases	5
Instructor Referral Cases	3
<b>Total</b>	<b>314</b>

Advisement Statistics - Summer 2016 & Fall 2016	
Types of Issues	No. of Students
Course Plan Advisement / Enrollment Cases Summer 2016	16
Course Plan Advisement / Academic Advisement	51
Enrollment Cases Fall 2016	129
Academic & Non-Academic Issues Fall 16	44
Probation Advisement Fall 2016	11
Vulnerable Advisement Fall 2016	24
Instructor Referral Cases	4
Psychological Counseling / Adjustment Issues	6
<b>Total</b>	<b>285</b>

Advisement Statistics - Spring 2017	
Types of Issues / Cases	No. of Students
Enrollment Cases	347
Course Plan Advisement / Academic Advisement	93
Early Graduation Planning	7
General Advisement	3
Graduation Audit Advisement	24
Inter School Transfer Guidance	14
Internship Related Guidance	2
Major Selection / Change Advisement	21
Psychological Counseling / Adjustment Issues	3
Academic & Non-Academic Issues	32
Instructor Referral Cases	7
<b>Total</b>	<b>553</b>

Advisement Statistics - Summer 2017 & Fall 2017 (to Date)	
Issues	No. of Students
Course Plan Advisement Summer & Fall 2017	67
Enrollment Cases Fall 2017	203
Psychological Counseling / Adjustment Issues	1
<b>Total</b>	<b>271</b>



## RAUSING EXECUTIVE DEVELOPMENT CENTRE

- REDC launched 2 new programmes on “*Managing Marketing Channels*” and “*Marketing Innovations*” during the year.
- Open Enrollment Board programme for listed companies and Board Programme for family owned businesses were conducted.
- New programmes were developed: **14 Custom & 4 Open**
  - Custom programmes on Digital Transformation for Telecom Sector (Nov, Dec 2016)
  - New open programme: Marketing Innovations (Dec 26-28, 2016)
- **22** customised programmes were conducted for leading public and private sector organisations including Unilever, Bank Alfalah, Engro, Telenor Pakistan, Punjab Resource Management Programme, Coca Cola Beverages Pakistan and The City School.
- **7** new content development cases, instruments were developed in the areas of operation excellence and financial management.
- REDC facility was upgraded in terms of refurbishment and accessibility. The Centre also launched its new website and extensive work was done on database management for harnessing alumni networks.
- Some of the programmes offered during the year included long duration Management Development Programme (MDP), MDP Industry consortium, programmes for public sector management for Punjab Government, Agribusiness Management Certificate Programme and continuation of partnership with American University for multiple programmes on **Women Entrepreneurship**:
  - **29** Open Programmes – General Management, Finance, Marketing, Operations & People Management
  - **51** Programmes conducted
  - **1549** Executives from leading Private & Public Sector Organisations participated
- Activity Days at REDC:
  - **229** Open Programmes
  - **139** Custom Programmes
  - **33** Sponsored Programmes (Women Entrepreneurship by American University and Islamic Finance by SBP)
  - **45** Facilities Rental
- **969** Executive alumni between July to December 2016





## SOCIAL ENTERPRISE DEVELOPMENT CENTRE

The Social Enterprise Development Centre has been involved in a number of successful initiatives in the year 2016-2017 which include:

1. *Policy Brief Discussion on the Financial Inclusion of Women Entrepreneurs (June 2017):*  
Pakistan Women Entrepreneurship Programme (PWEF) at SEDC organised a round table discussion on the Financial Inclusion of Women Entrepreneurs. The purpose of the event was to disseminate the policy brief, developed as part of the PWEF Programme, and to bring together a group of stake holders to generate discussion, and gather suggestions and recommendations on making financial institutions more inclusive for women. The participants included representatives from The State Bank of Pakistan, Punjab Commission on the Status of Women, FINCA, First Women Bank, Allied Bank, Pakistan Microfinance Network, Kashf Foundation, Lahore Chamber of Commerce and Industry, Centre for Islamic Finance, and Pakistan Economic Research Institution.
2. *SEDC Summer Trainee Programme (June-July 2017):*  
SEDC launched its 6-week summer trainee programme that aimed to enhance the capacity of students interested in the development sector. The internship commenced on June 5, 2017. The programme was designed for LUMS students with an interest in policy issues related to development and fact sheets on specific issues that the Centre is working on. The internship will culminate in a Policy Forum to be held in September 2017, where students will be given an opportunity to present their policy briefs to policymakers, development sector professionals and academics.
3. *Fact Sheets (June 2017):*  
**8** fact sheets were published by SEDC, titled:
  - Domestic violence against women in Pakistan
  - Enrollment, Drop Out Rates, and Out-of-School Children in Public Primary Schools
  - Financial Inclusion in Pakistan
  - HealthCare Service Delivery in Pakistan
  - Primary Schooling in Pakistan – Enrollment and Outcomes
  - State of Maternal Health Care in Punjab
  - Women and Agriculture in Pakistan
  - Youth Unemployment in Pakistan
4. *Policy Briefs (June 2017):*  
**4** policy briefs were published by the department, titled:
  - Minimum Marriage Age in Pakistan
  - Women and Malnutrition
  - Women and Land in Pakistan
  - Feminisation of Teaching: An Analysis

5. SEDC's International Conference on "Gender, Work and Society – Challenges Opportunities and Prospects for Women's Economic Empowerment" (April 2017):

SEDC organised the international conference: 'Gender, Work and Society: Challenges, Opportunities and Prospects for Women's Economic Empowerment' on April 22-23, 2017 supported by the Higher Education Commission of Pakistan (HEC) and Interloop Limited. The event brought together diverse as well as interdisciplinary range of perspectives from national and international participants and provided a common platform for scholars, civil society, policymakers and industry specialists to discuss several aspects of gender-equality in Pakistan and beyond.

Around **50 research papers and cases** were presented in **13 sessions** with attendance from Pakistan, USA, UK, India, Denmark, the Netherlands and Canada. The participants deliberated on topics ranging from the role of NGOs in bringing women issues to the forefront, to how women within NGOs, especially in the remote areas of the country, have fared, to the significance of institutional reforms to reduce gender-based violence, to women's economic position within the rural economy, to the opportunities and challenges of promoting entrepreneurship among women as well as harassment at the workplace.

6. Leadership and Team Building Programme (LTBP) (April 2017):

SEDC under PWEP, conducted a 3-day training on Leadership and Team Building from 12<sup>th</sup> - 14<sup>th</sup> of April 2017. The event was designed to enhance leadership competencies among women and entrepreneurs and provide them with necessary tools, skills and framework towards becoming effective leaders.

7. International Women's Day celebrations - Pakistan Women Entrepreneurship Programme (PWEP) (March 2017):

PWEP SEDC celebrated International Women's Day with women entrepreneurs on 7<sup>th</sup> March 2017. The event provided a platform for the expansion of women entrepreneurs' network by introducing PWEP's Phase-I and Phase-II participants to each other.

8. Pakistan Women Entrepreneurship Programme (PWEP) - Phase II (January 2017):

Funded by the U.S State Department, PWEP was launched as a joint initiative of LUMS and American University, Washington DC. The project is working to build the capacity of Pakistani women entrepreneurs in creating, sustaining and scaling up their businesses. The one year programme (June 2016-May 2017) has four important components: Certificate Programme for Women Entrepreneurs, Leadership and Team Building Programme, Faculty Exchange and Research. Since June 2016, three of the four modules have been delivered as part of the Certificate Programme. The modules focus on areas relating to accounting, marketing, operations and supply chain management, and financial literacy.



**Pakistan Women Entrepreneurship Programme**

The Pakistan Women Entrepreneurship Programme (PWEP) is working to build the capacity of Pakistani women entrepreneurs in creating, sustaining and scaling up their businesses. The programme is a joint initiative of Lahore University of Management Sciences (LUMS) and American University (AU) Washington DC. It is supported by the US Department of State and US-Pakistan Women Council.

9. SEDC Talk on the "Future of Global Governance" (December 2016):  
As part of a series of talks on Global Development, the Social Enterprise Development Centre (SEDC) at LUMS held a talk on "**The Future of Global Governance**" by Professor Craig N. Murphy on December 1st, 2016.
10. SEDC's Growing International Presence in Gender and Development (August 2016):  
SEDC LUMS continues to engage with international networks in the field of gender and development. On August 11, 2016, Dr. Ghazal Zulfiqar, Director SEDC gave a talk at the Consortium on Gender, Security and Human Rights (CGSHR), University of Massachusetts Boston. During her talk, Dr. Zulfiqar shared her insights on microcredit, the feminist labour movement and policy activism in Pakistan.
11. Fiza Farhan Becomes LUMS SEDC Ambassador of Women and Leadership (June 2016):  
Fiza Farhan, CEO Buksh Foundation and Director Buksh Energy Pvt. Ltd. became an Honorary Ambassador of Women & Leadership for the Social Enterprise Development Centre (SEDC). Ms. Farhan is a LUMS graduate and holds a Master's degree in Entrepreneurship and Business Management from Warwick Business School (WBS), United Kingdom. She is a social entrepreneur who was listed by Forbes in their list of "**30 Under 30 Social Entrepreneurs**" for 2015. As SEDC's ambassador of Women and Leadership, Ms. Farhan will champion and help further SEDC's role in working towards gender equality and generating policy research, dialogue and capacity building on policy issues and problems affecting women in Pakistan.
12. SEDC hosts First Meeting of Financial Literacy Technical Committee (May 2016):  
SEDC hosted the first meeting of the technical sub-committee on financial literacy on May 18, 2016. The Committee, established by the **State Bank of Pakistan (SBP)**, was set up under the **National Financial Inclusion Strategy (NFIS)**. The committee agreed to launch a nation-wide financial literacy campaign through grass root level literacy workshops, the development of school, college and university level curriculums and using the PPAF's network of community based organizations.
13. SEDC concludes Pakistan Women Entrepreneurship Programme Phase-I (March 2016):  
PWEP SEDC successfully concluded its Phase-I activities with a Women Summit on Friday, January 29, 2016. The summit was organised to celebrate the success and achievements of women entrepreneurs and acknowledge their role in the business environment of Pakistan. Along with the PWEP participants, the summit was also attended by the LUMS Vice Chancellor, Dr. Sohail Naqvi, and Mr. Tanveer Hassan and Mr. Michael Cognato from the US State Department.

## CENTRE FOR GOVERNANCE AND PUBLIC MANAGEMENT

- CGPM Developed **2** new courses for the undergraduate minor in Public Management, namely:
  - MGMT 246 - **ICT in Government** by Shafay Shamail
  - MGMT 345 - **Entrepreneurship and Innovation in Education** by Jazib Zahir
- The centre also successfully developed a **Master of Science in Development and Policy (MSDP)** programme to be jointly offered by SDSB and MGSBSS in Fall 2017 (tentative starting date); the programme will target fresh graduates seeking careers in development and/or policy, civil servants from the federal and provincial management cadres, and mid-career professionals from the development sector; a survey assessing potential students' interest in MSDP is very promising with **57%** of respondents saying they would enroll in MSDP when it is offered at LUMS; MSDP graduates will have several career and academic options available to them upon graduating including jobs in NGOs and INGOs, research centres, think-tanks, media, academic institutions, government departments, and public-private partnerships.
- In collaboration with **Management and Professional Development Department (MPDD)**, the centre is exploring the possibility of a collaboration whereby CGPM conducts part of the training of PMS officers during their induction period
- The centre successfully developed 6 policy briefs for CGPM website based on case notes produced for ASP-LUMS



## CENTRE FOR ISLAMIC FINANCE

- **2** workshops were held in REDC on “**Islamic Finance for Academicians**” in October 2016
- Working Papers published by Faculty through CIF:
  - **Identity Conflicts and Religious Compliance in Financial Markets** by Dr. Ghufuran Ahmed (SDSB)
  - “**Musharakah-based Microfinance contracts for Microenterprises**” by Dr. Kashif Zaheer Malik (MAGSHS)
  - **Risk in Stock Markets: A Comparative Analysis of Systematic Risk in Islamic And Conventional Sectoral Indices** by Dr. Syed Aun R. Rizvi (SDSB)
  - Research Seminar: Islamic Microfinance by Professor Dr. Malcom Harper

### **2<sup>nd</sup> Islamic Finance, Banking & Business Ethics Global Conference 2017 (IFBBE 2017)** 18 - 19 April 2017, Sasana Kijang, Kuala Lumpur, MALAYSIA

International Centre for Education in Islamic Finance (INCEIF) and Suleman Dawood School of Business jointly-organised the 2<sup>nd</sup> Islamic Finance Banking and Business Ethics Global Conference. The conference was held on 18- 19 April 2017 at Sasana Kijang, Kuala Lumpur, Malaysia. This conference aimed to bring together the research output of scholars and professionals that focuses on the growth and development of Islamic finance and enable them to present their research papers/ideas to a broader audience.



## SDSB Strategic Sectors Centre

Following are some of the Research Seminars which were held by SSRC:



Suleman Dawood  
School of Business

*Invites you to the Research Seminar on*

### **Critical Perspectives of Islamic Feminism(s) and Feminizing Islam**

**By: Dr Beverly Dawn Metcalfe**

*Visiting Associate Professor in International Management and HRD at the American University of Beirut*

**When: Friday, May 26, 2017 (1430 Hrs – 1530 Hrs)**

**Venue: SDSB Faculty Lounge**



#### **Speaker's Profile:**

Beverly Dawn Metcalfe is Visiting Associate Professor in International Management and HRD at the American University of Beirut. Dr Metcalfe has worked at the University of Manchester, Liverpool, Hull and Staffordshire Universities in England. Her research and teaching expertise include inter alia: Leadership Development, Leadership and Ethics, International Development; Developing Women's Leadership Capabilities in the Middle East; National and Comparative HRD, especially in the Middle East; Feminism, Social Movements and Globalization. She has published extensively in leading journals including Journal of Business Ethics, International Journal of HRM, and Human Resource Development International. Dr Metcalfe has had the honour to work globally in education, research and consultancy roles including Australia, Bahrain, Egypt, Oman, Malaysia, Russia, Saudi Arabia, Singapore, and the UAE. She has been a Visiting Professor in Griffith University and Monash University in Australia, and at AUC and Helwan Universities in Egypt. She is currently an investigator for the Knowledge is Power Project led by Charlotte Katram, and supported by the USA Department of State which will help develop women's empowerment through grassroots organizations. She has been the Chairwoman of the Gender, Race and Diversity in Organizations SIG, for the European Academy of Management since 2008, and is currently leading Special Issues of Human Resource Development International on Africa, and Gender and Governance in Business Ethics A European Review.



Strategic Sectors  
Research Centre

Invites you to SDSB Research Seminar

## Digital Transformation of Business & Salesforce

By: Mr Shoaib Chaudhary

CEO Plumlogix

When: Friday, April 28, 2017 (1430 Hrs – 1530 Hrs)

Venue: SDSB Faculty Lounge



### Speaker's Profile:

Shoaib Chaudhary is a successful entrepreneur based in the USA for over fifteen years. He is the co-founder of Plumlogix, a global Salesforce implementation organization. He is also a frequent speaker to Fortune 500 companies, a mentor to startups, and board of advisor to nonprofit organizations. Shoaib loves technology and business transformation through successful implementation of new technologies. He holds his BS and MBA from Oklahoma City University, USA, and also attended the Wharton School of Business for entrepreneurial courses. Shoaib is passionate about promoting and supporting entrepreneurship as a means to create quality jobs. He is happily married and lives with his three kids in the USA.

### Abstract:

Overview of cloud computing and Customer Relationship Management (CRM) and Salesforce. How Salesforce or CRM Tool, in general, is empowering and transforming organizations' customer engagement, helping to retain existing clients, energizing dormant accounts/clients, and finding new clients. The platform provides means for continued exchange of information across all customer channels/touch points, personalized products/services based on specific needs and expectations, consistent user experience across all touch points, and real time access to all customers' information to enable a quick decision. Now sales teams can always have data on what is selling and who is buying and the ability to offer on-the-spot customized product pricing to customers. The management can easily track the performance of the sales teams, by regions, products, and campaign. Enable quick and specific responses, flexible resolutions, no rigidity, less bureaucracy. Finally, higher revenue through less personal reduced maintenance (cost & time) and creating more time for the organization to focus on activities that are targeted at revenue generation. Success stories of major brands like Unilever, Coke, Nestle, Standard Bank, T-Mobile, Philips, etc.

Organizer: Strategic Sectors Research Centre

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Strategic Sectors  
Research Centre

Invites you to SDSB Research Seminar

## Supply Chain and Logistics Strategies in German Industries

By: Dr Hans-Dietrich Haasis

Professor & head of the Chair in Maritime Business and Logistics  
University of Bremen, Germany

When: Friday, December 9, 2016 (1430 Hrs – 1530 Hrs)

Venue: SDSB Faculty Lounge

### Speaker's Profile:

Professor Hans-Dietrich Haasis is the head of the Chair in Maritime Business and Logistics at the University of Bremen, Germany. The chair's research focus is on the development, evaluation and communication of innovative techno-economic measures for design and control in maritime business, logistics, transport and distributed production.

Completing his PhD from the University of Karlsruhe in 1987, Professor Haasis has worked as the director of the Institute of Shipping Economics and Logistics, and the Dean of the Faculty of Business Studies and Economics at the University of Bremen. He is also the chairman of the Asian-German Knowledge Network for Transport and Logistics, which is an association of a number of German and Asian Universities working on the international project on Research-Based Innovation in Energy and Environmental Efficiency through Sustainable Cluster Management in Production and Logistics.

Organizer:

Strategic Sectors Research Centre

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Strategic Sectors  
Research Centre

Invites you to SDSB Research Seminar

## In Search of Global Managerial Values

By: Professor Alfred M Jaeger

Desautels Faculty of Management, McGill University

When: Friday, February 24, 2017 (1430 Hrs – 1530 Hrs)

Venue: SDSB Faculty Lounge



### Speaker's Profile:

Dr. Alfred Jaeger joined McGill's Faculty of Management in 1978. His prior academic appointments include Visiting Professor at the Federal University of Rio de Janeiro. He has served as Area Coordinator of the Organizational Behavior Area in the Desautels Faculty of Management as well as Associate Dean - BCom Program (1988 - 1994) and Associate Dean - Masters Programs (1998 - 2004). He also served as Associate Dean (Academic) of the School of Continuing Studies (2006-2012). Currently Prof. Jaeger is the Academic Director of the McGill MBA Japan Program in Tokyo.

Prof. Jaeger teaches Cross-Cultural Management and Organizational Behavior to undergraduate and MBA students has taught a doctoral seminar on Organizational Behavior and Theory and has acted as the supervisor several doctoral students. He has published in such journals as Academy of Management Review, Journal of International Business Studies and Strategic Management Journal and has presented at numerous conferences and colloquia worldwide.

Prof. Jaeger has been active in directing linkages between McGill and Asian, European, South American and US institutions and in encouraging the internationalization of McGill's business students. He was Director of Student Exchanges at the Faculty from 1986 to 2004. Dr. Jaeger is a member of the Academy of Management, the Administrative Sciences Association of Canada, the Strategic Management Society and the Academy of International Business.

### Abstract:

A central debate in the international management literature on globalization has focused on the divergence and/or convergence of managerial values. A key contributor to this debate was Ralston (e. g. 2008) who introduced the notion of crossvergence, which posits that managerial values are impacted by both socio-cultural and business ideology influences. The former are seen as more local and stable whereas the latter are seen as being shaped by global influences. More recently, Jaeger et al. (2016) have introduced the notion of groupvergence which suggests that two groups of managers can co-exist in local environments: those holding local (divergent) values and those holding global (convergent) values. Despite the interest in convergent (global) values, there is sporadic work on what these values actually are. The evidence in the literature of the nature of global values will be reviewed and the role they can play in cross-cultural collaboration will be examined.



Suleman Dawood  
School of Business

Invites you to the Session on

## CPEC: Rejuvenation or Colonisation of Pakistan?

By: Professor F Robert Wheeler

Dean, School of Business and Economics, University of Management and Technology

When: Wednesday, January 26, 2017 (1640 Hrs – 1740 Hrs)

Venue: A-103, SDSB Building



### Speaker's Profile:


Dr Bob Wheeler worked as a corporate attorney in major firms in New York City and Washington, DC. He served as the Director of MBA Admissions at Georgetown University, and as Assistant Dean and Director of the MBA Program at The Pennsylvania State University. He was the Chief Operating officer for Executive Education at the University of Texas at Austin and was a member of the faculty at Penn State and Texas, teaching Business Communications.

Dr Wheeler was the Founding Dean of KSBL in Karachi. He was the Chief Operating Officer for the Aga Khan's University of Central Asia based in Kyrgyzstan (responsible for construction of three campuses of the university in Tajikistan, Kyrgyzstan and Kazakhstan). He was a consultant to the Tony Elumelu Foundation in Nigeria on a new business school, and he also helped develop the curriculum for an online entrepreneurship curriculum for a major initiative that promoted entrepreneurship across Africa.

Dr Bob Wheeler holds a Juris Doctorate from Syracuse University and a Masters in Business Administration from Georgetown University.





 Strategic Sectors  
Research Centre  
Invites you to the Session on

## Art & Science of Leadership

**Dr Faisal Khosa**

Certifications in Radiology from Europe, USA and Canada

**When:** Friday, March 17, 2017 (1430 Hrs – 1530 Hrs)

**Venue:** SDSB Faculty Lounge



**Objectives of the Session:**

- ✓ Leadership as an art and examples of leaders who practice the art.
- ✓ Leadership as a science and examples of leaders who practice the science.
- ✓ Leadership v/s Management

**Speaker's Profile:**

Faisal Khosa has an MBA with a major in Leadership and also Board Certifications in Radiology from Europe, USA and Canada.

Faisal is an invited speaker at Universities all over the world. He also serves as a Faculty Speaker at the Canadian Association of Radiologists, Radiological Society of North America, American Roentgen Ray Society, American Society of Emergency Radiology and Royal College in UK and The Arab Health Congress in UAE. <http://khosa.emergencyradiology.ca/biosketch/>

He is the recipient of numerous awards of excellence including the Canadian Association of Radiologists Leadership Scholarship (2017); American Roentgen Ray Society Scholarship (2013-2016); the One in One Hundred Mentoring Award (2015) and the Outstanding Young Investigator Award in USA (2014). The Medal of Excellence from the Government of Pakistan and The College of Physicians and Surgeons Award for 15 years of Outstanding Service to Medicine. In addition, he has also received several service excellence awards including the Patients Choice Award and Outstanding Support Award by Vancouver General Hospital Trauma Program.

**Organizer:**

**Strategic Sectors Research Centre**

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## Faculty in Media



In 2016 SDSB Faculty was featured in media for articles which they published in **International** and **National** business magazines

## SDSB SPEAKER SERIES &amp; EVENTS

**Nearly 40** Leadership Lectures and Guest Speaker Sessions were held in the previous years. Most of these sessions took place through Graduate Clubs and Societies and Classroom sessions where the audience was largely student body, faculty and staff. These sessions took place in SDSB auditoriums.

Date	Guest Speaker Name	Designation	Company
Year 2017 to Date	Mr. Roger Moulding	Vice President	Shell Global Lubricants Marketing and Vice President Sales EMEA
	Mr. Amr Adel	CEO	Shell Vivo Lubricants & Cluster General Manager Lubricants Middle East South Africa and Pakistan
	Mr. Haroon Rashid	General Manager	Shell Pakistan Lubricants
	Mr. Semih Yalman	Founder	Dreams Initiative Corporation
	Mr. Adnan Shahid	Chief Commercial Officer (CCO)	Pakistan Telecommunication Company Ltd (PTCL)
	Dr. Beverly Dawn Metcalfe	Visiting Associate Professor	American University of Beirut
	Ms. Martine Dorance	Ambassador of France to Pakistan	
	Her Excellency Ms. Sewa Lamsal Adhikari	Ambassador of Nepal to Pakistan	
	Mr. Omair Rana	General Secretary	Actor's Collective Trust
	Ms. Amra Mubashir	Lead Cultural Engagement & Diversity	PepsiCo Pakistan
	Mr. Hasan Adnan Ahmed	Director Human Resource	Coca Cola International
	Mr. Khubaib Ahmed	Director Human Resource	Fauji Fresh and Freeze
	Mr. Mudassar Aqil	CEO	FINCA MF Bank
	Ms. Fatima Asad-Said	Regional Director HEC	Abacus Consulting



### Shell leadership Visits LUMS

Mr. Roger Moulding VP at Shell Global, Mr. Amr Adel CEO Shell MENA, Mr. Haroon Rashid GM Shell Pakistan, & VC LUMS with students and SDSB staff



## PTCL CCO Visit to LUMS

Mr. Adnan Shahid (CCO PTCL) talking with the students about the Digital Age in Pakistan



## Movie Promotion

Mr. Om Puri (International Actor) talking about Pakistani cinema and promoting a Pakistani movie

Date	Guest Speaker Name	Designation	Company
Year 2016	Dr. Mehmet Cem Kozlu, PhD	Director	Godiva Chocolatier NV
	Mr. Aamir Ibrahim	Deputy CEO & Chief Commercial Officer	Mobilink
	Mr. Dominic Barton	Global Managing Director	McKinsey & Co.
	Mr. Naeem Zamindar	Country Director and CEO	Acumen Pakistan
	Mr. Ali Khurram Pasha	Head of Human Resource Strategy	Bank Alfalah
	Mr. Farid (Fred) Hassan	Managing Director	Warburg Pincus USA
	Mr. Mahmoud Ibrahim	Managing Director	AIG Express Rocket Internet
	Mr. Monis Rahman	Chairman, CEO & Founder	Naseeb Networks
	Mr. Romke Wustman	Director	WPC Wustman Potato Consultancy, Netherlands
	Ms. Seema Aziz	Managing Director	Care Foundation & Sefam Pvt. Ltd.
	Mr. Ahmed Shah Durrani	Head of Retail Banking	Bank of Punjab
	Mr. Amir Haroon	Director Commercial	Agility
	Mr. Badar Khushnood	Country Manager	Twitter Pakistan
	Mr. Emre Karter	Managing Director & Cluster Head	Treasury & Trade Solutions,
	Mr. Faisal Akhtar	Chief Executive Officer	BASF
	Mr. Faisal Farid	Managing Director	Maxim International
	Mr. Michael Foley	CEO	Telenor Pakistan
	Mr. Nadeem Lodhi	CEO	Citibank Pakistan
	Mr. Omer Malik	General Manager Foods	PepsiCo Pakistan
	Mr. Raju Adnani	VP & Head for TTS Channel & Enterprise Services	Citi MENA Turkey & Pakistan
Mr. Zul Butt	Managing Director & Head of Markets MENA	Citi MENA Egypt & Pakistan	
Ms. Fiza Farhan	Chief Executive Officer	Buksh Foundation	
Mr. Adnan Shahid	Chief Commercial Officer	PTCL	



Mr. Dominic Barton - Global Managing Director and CEO and Mr. Salman Ahmad – Partner and Pakistan office Lead, at McKinsey and Co. spent a short evening with students at LUMS on the **16<sup>th</sup> February 2016**. The session was based on '**Leadership in a Changing Era**'.