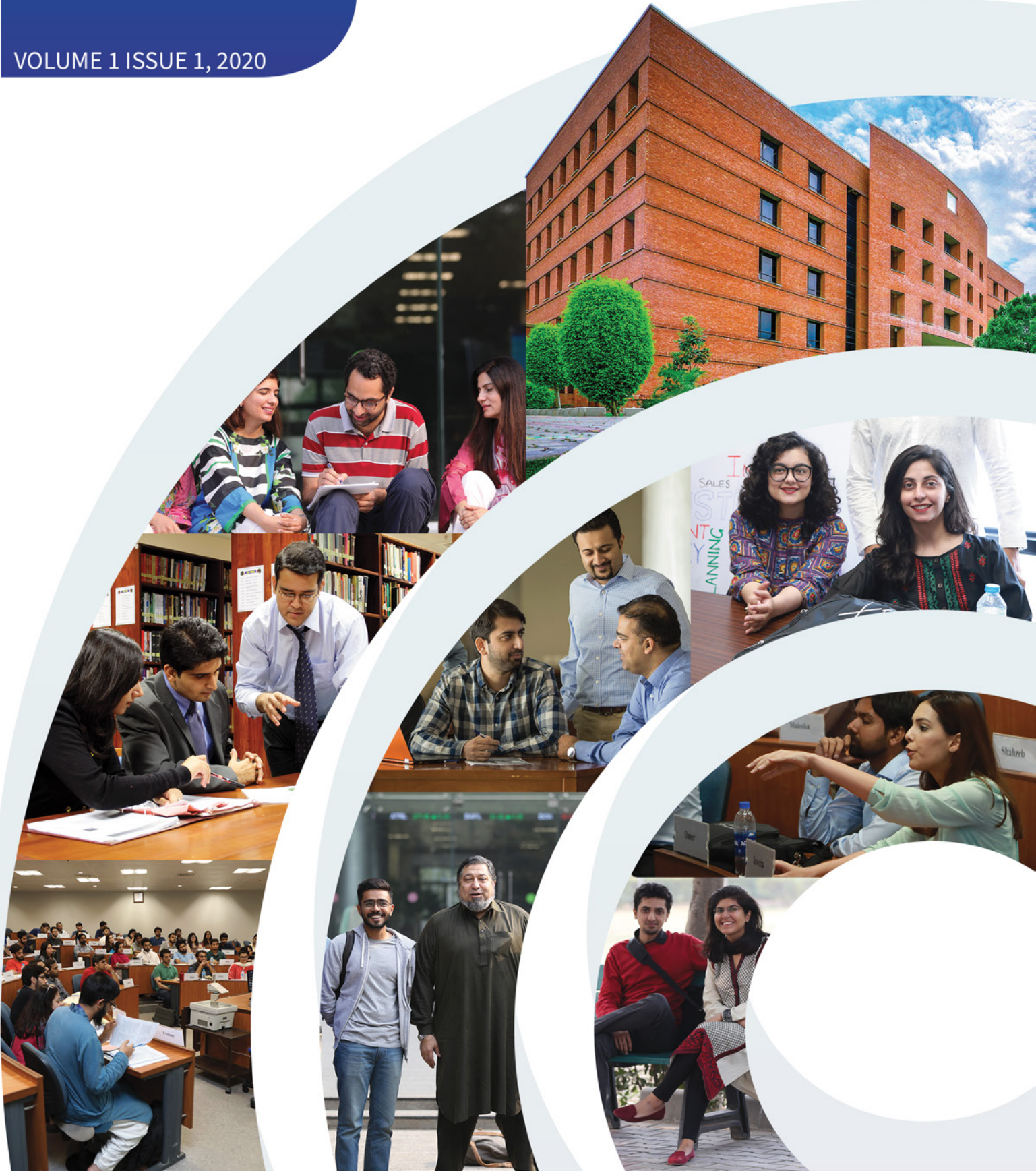


SDSB 360

VOLUME 1 ISSUE 1, 2020



FEATURES

GLOBAL PANDEMIC & FUTURE OF BUSINESS



WITH ALI NASEER

FACULTY INSIGHT



PRICE CLUSTERING
AND SENTIMENT IN
BITCOIN

IN THE PUBLIC EYE



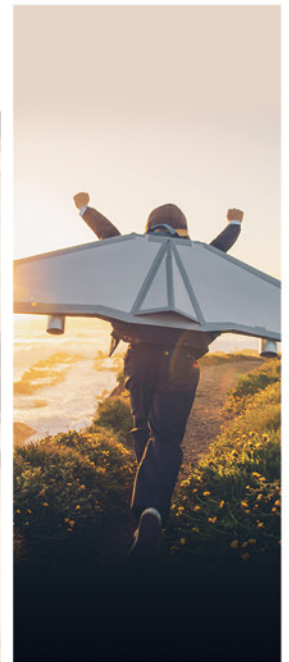
CONVERSATION WITH
OMAR MOEEN MALIK
(MBA '05)

STUDENT EXPERIENCE



ALINA MAJEED

ENABLING ENTREPRENEURSHIP



BRIDGING THE
FORMALITY GAP

MORE GOOD STUFF

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DEAN'S MESSAGE



DR. ALNOOR BHIMANI

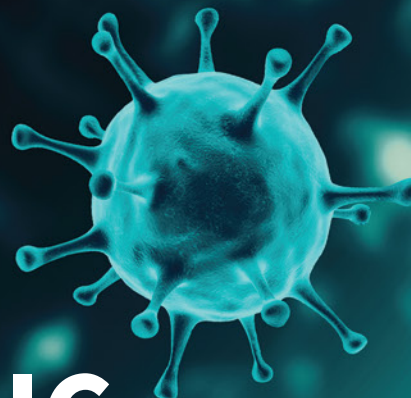
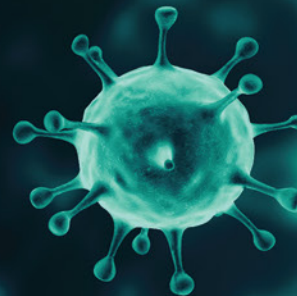
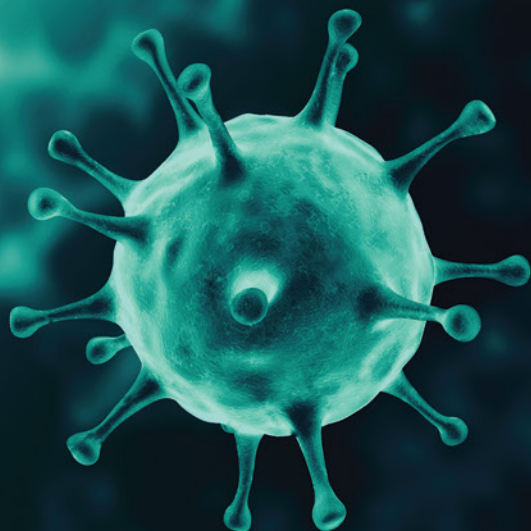
Honorary Dean,
Suleman Dawood School of Business

We live in a world that is increasingly interconnected and globalised with nations seeking greater prosperity for their people. In this pursuit, technological, political, and societal complexities abound. Connections between people trigger consequences, including ones such as the ongoing coronavirus pandemic. The spread of COVID-19 has jolted all societies into actions that no prior planning could have envisaged. Difficult decisions have to be taken, and innovative solutions implemented. No doubt, today's young generation will become tomorrow's decision-makers and innovators. They will be the ones targeting economic growth as well as social progress in the light of constraining factors.

SDSB is at the vanguard of offering management education that aligns with this reality. The School's mission is to develop ideas and people to shape business and society. In the pages that follow, you will learn how we are achieving this. You will read about how to ask more responsible business questions, ways in which Fintech impacts us, why marketing communications are more important than ever, what it takes to run the MBA programme, ways in which LUMS transforms lives, why every female graduate student at SDSB gets a 50% scholarship, the new degree programmes we are launching, and much more!

Read on and see how Pakistan's number one business school is reshaping today for a better tomorrow.





GLOBAL PANDEMIC

A CONVERSATION WITH ALI NASEER CHIEF BUSINESS OFFICER, JAZZ

With COVID-19 cases growing nationwide, Ali Naseer shared with us how his organisation has responded to this global crisis.

Ali, what is your role at JAZZ?

I am the Chief Business Officer, looking after the B2B business for Jazz’s corporate & enterprise customers.

How is your organisation approaching the COVID-19 coronavirus pandemic, considering that the situation changes every day?

In the very early days of the spread of COVID-19, Jazz put together a cross-functional team (CFT) to create a clear plan and prepare for the oncoming challenges. The robust Business Continuity Plan (BCP), thus developed, has become our handy guide. The BCP addressed, in-order of priority: how to protect our employees, ensuring business continuity, and supporting the national effort.

We launched a mandatory “work-from-home” (WFH) for two weeks on March 17th, one of the earliest such decisions nationally. Given that there is no known cure, social distancing was the best way to #FlattenTheCurve, in our opinion.

Employees have been equipped with digital tools and constant data connectivity to ensure business continuity for customers and business partners. In absolutely necessary cases in which employees have to visit the office, designated safe work zones have been identified, with ample provision of hand sanitizers, face masks, and gloves to ensure safety and prevention, in addition to customising the workplace based on social distancing principles.

Advisories such as a list of hospitals and doctors with testing facilities were circulated, and webinars with specialists arranged. All employees have been covered separately for medical expenses related to testing. A dedicated employee hotline was setup to answer all corona related queries. In addition, employee care packages, carrying essentials such as hand sanitizers, gloves, masks, and a guide for precautions were distributed to the extended Jazz family.

The CFT is meeting regularly, virtually, to monitor, assess, and plan in the dynamically evolving situation.

What about the continuity of your services to your customers since many organisations have now asked their employees to work from home?

Luckily, our sector lends itself most to digitalisation. While there is a fair degree of customer interaction at our experience centres, franchises, and retail outlets, we are trying to convert this interaction to digital and online portals.

For customer service, as most of the Jazz experience centres closed down, we moved the communication and services to digital media. Customers can access the Jazz system through a WhatsApp number: 0300 3008000. Self-care apps like Jazz World and Jazz Business World have seen a tremendous uptake as customers self-serve their accounts. A limited number of franchises, approved by the local authorities, are helping with the distribution of re-charge cards so the community can stay connected. Customers are being encouraged to use JazzCash to make online payments for all of their data, phone and utility services.

Recognising the fact that most people will be connecting from their homes and on their phones, we have introduced higher data thresholds for existing customers and very reasonable voice and data packages, such as “work from home bundles.” In addition, we are providing information on the latest developments, and about COVID-19 on the Jazz website (www.jazz.com.pk) and the Jazz App on smartphones.

A crisis like this, places extraordinary demands on the leadership of an organisation. What do you think are the key things that leaders should keep in mind when responding to such a crisis?

Communicate, Communicate, and then Communicate – It is absolutely critical to communicate regularly with the employee base to keep them informed and stop the dissemination of false or misleading information. In this day of social media, I cannot over-emphasise the need for this.

Ensure Connectivity at all Times – In addition to digital tools, there is still a need for that personal touch to compensate for the lack of physical contact. As leaders, we are encouraging line managers to call their direct reports and do regular verbal check-ins to stay connected to the team.

Do not Lose the Element of Care – It falls upon the team leads to ensure that the team stays motivated and connected. Continue to have your team meetings. Appreciate and acknowledge your team

members. Keep your team updated on the latest developments, and above all, show empathy. These are trying times for everyone, with no prior training for this.

Learn when to Disconnect – Maintain a work-life balance; it is vital for yourself, your families, and your teams. It is of absolute importance to ensure that your team’s and colleague’s time is utilised in a structured way to ensure productivity and balance.

What changes do you foresee in the business world in terms of work culture as a result of this global crisis?

In a country like Pakistan, organisations still have to catch up on remote working and digital connectivity. We are very accustomed to working in a traditional 9-5 setting, on the office premises. Some norms have certainly been challenged through this ongoing situation. Some local and global learnings help us conclude that:

- The infrastructure, availability, and use of digital/communication tools are essential.
- Mandatory work-from-home has made many organisations realise how they need to empower their teams to be able to achieve targets, regardless of location.
- Productivity is being seen, not in terms of hours spent at the office or activities done, but rather in terms of deliverables.
- People will learn increased empathy. Most people see their workplaces and their homes, as distinct spaces, sometimes even having two different personas. This crisis will shape a more humane workplace, going forward.
- Organisations will need to better define, and justify, roles which are essential vs. non-essential so those can be automated/outsourced.

Finally, what impact do you think this pandemic will have on telecommunications and consumer technologies?

- It will certainly accelerate the progress to digitalisation. The telecommunications sector has been instrumental and has been preaching the digital agenda for a few years now. Improved access to digital tools will enable, empower, and enrich our social, cultural, and economic fabric.
- Mobile financial inclusion will level the playing field by bringing previously disenfranchised segments of the population into the game.
- E-Commerce, which has had a patchy history in Pakistan, should gain a clear foothold re-imagining retail and consumer behaviour.
- Transparency will improve as the digital footprint will help data-driven decisions for tax collection, planning, and regulations.

ENGAGE



INTEGRATING LABOUR IN BUSINESS SCHOOL PRAXIS LEADING RESPONSIBLY

Ghazal M. Zulfiqar discusses evolving forms of work and why management educators need to include diversity and inclusion in their teaching and scholarship

As diversity and inclusion become the focus of new and existing initiatives within the Suleman Dawood School of Business (SDSB) and beyond, we continue to explore how to broaden our impact on teaching, scholarship, public policy, and business practice. Labour is

an often touchy subject to bring up, especially in our local context, but the well-being of the working classes is essential to the health of any economy as well as its social indicators, such as those currently being monitored by the sustainable development goals (SDGs).

The rapid evolution of the global economy in the past few decades has fundamentally changed the nature of work. With increasingly fragmented supply chains, outsourcing, and third-party contractors, a simple employer-employee relationship no longer holds. Just as outmoded is the formal, written employment contract where the employee can expect a stable salary and benefits such as medical leave and pension. There is much exuberance about some of these developments, with many lauding the flexibility and opportunities the new tech-driven gig economy offers Generation Z and other groups such as women. However, the fragmentation of the global economy also has its fallout, and the worst affected are the working class, for they are the ones working at the bottom of the supply chain. The working class is already vulnerable, given their low incomes, propensity for experiencing frequent economic and non-economic shocks, and a meagre asset base. In countries such as Pakistan, where the provision of public goods such as good quality education, health, and nutritional care is almost non-existent for the poor, they have little to rely on for their families except what they can purchase through their own incomes.

In these circumstances, those falling outside the ambit of formal employment are particularly at risk. It is estimated that in Pakistan, as in the rest of South Asia, approximately 80 percent of the workers, not including the agricultural sector, are informally employed. Roughly half of these are men, while the rest are women that either work out of their own homes as home-based workers or as domestic workers in the homes of their employers. In a 2017 International Labour Organisation (ILO) survey of home-based workers in Pakistan, it was discovered that most home-based women workers have no idea who their real employer is. They are given piece-rate work through intermediaries at extremely low rates; for example, women stitching trousers for wholesale will typically earn just two rupees per piece. These women have no idea where and for how much their products are eventually sold, but researchers have found that garments produced in-part by these women are sold by European manufacturers such as H&M.

Interestingly, not so long ago, much of the work done by home-based women workers in the garment industry was the domain of male factory workers, who were also likely to be

unionised. Over a couple of decades ago, the latter were replaced by women who worked from home, in isolation from one another, and therefore, were unlikely to band together to ask for better remuneration. This feminisation of the workforce has led to higher profits for the corporations that sell their products but has resulted in increasingly vulnerable livelihoods for low-income families where men have become redundant, and women forced to bear the burden, both of unpaid care work and low-paid productive work.

Managing and monitoring labour relations is no longer a simple task given the magnitude of the informal economy in Pakistan. Labour ministries have to be overhauled in keeping with the new realities of work and employment. Moreover, the labour policy in Pakistan tends to be sluggish. Nevertheless, Pakistan has become one of the first countries in the world to pass a home-based worker policy in Sindh and given formal approval to a similar one in Punjab. Additionally, the bangle workers of Hyderabad are the first group of informal workers who have received a legal notification for a minimum wage by the Government of Sindh. Unfortunately, after more than a year, the implementation of these policies remain in limbo, and frustrated workers have begun to protest the stalemate.

How do these changing realities affect us? As a leader in management education and scholarship in the country, we have little choice but to pay attention to evolving forms of work and how class, caste, gender, religious identity, and geography affect labour markets and employment. Also, we need to prepare our graduates to recognise the true meaning of responsible business. A responsible business questions a single-minded focus on profit maximisation and goes beyond CSR to create a vibrant community where the rights of everyone, no matter their social identity, are guaranteed.

DR. GHAZAL MIR ZULFIQAR
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PhD Programme Director
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GRADUATE SPOTLIGHT

MUNEEBA SHOAIB

RECENT GRADUATE & CONSULTANT AT MCKINSEY & COMPANY, MUNEEBA SHOAIB, MBA (2019) AND BSC ACCOUNTING AND FINANCE (2010-2014), REFLECTS ON HER TIME AT SDSB



What was it like to study at SDSB-LUMS? What were the highlights of your degree?

Living up to its reputation, the academic standard of the programme was particularly impressive. Moreover, MBA provided me with an opportunity to learn from some of the seasoned faculty members that I hadn't interacted with during my undergraduate. This was the highlight of the programme, especially compared to the undergraduate experience. Instructors are extremely well versed in the case study methodology and push students to approach business problems uniquely.

What did you do before you came to the LUMS MBA programme?

I was a finance professional working as an investment analyst. After graduating with a BSc in Accounting and Finance from SDSB, finance seemed like a natural transition. I worked for three years before joining the MBA programme and also completed my CFA qualification during that time.

Why did you want to study for a postgraduate degree at the SDSB?

I was looking to switch industries and move towards the corporate side after my experience in a purely financial market. An MBA was the appropriate transition, and given my desire to stay in Pakistan, SDSB was a natural choice. Being an alumna, I was already aware of its high academic standards. What also attracted me was the strong brand name the programme has in Pakistan's corporate world.

Which moments or activities during your studies influenced your career choices and opportunities?

I would say the whole experience of getting comfortable with non-financial or technical aspects and focusing on general management allowed me to consider more diverse professional opportunities, eventually leading to my current role as a consultant.

Was there someone - classmate, alumni or faculty - whom you admire? Why?

I'll talk about the friend network here. Being a small batch of fewer than fifty people, we were quite close during the two years the batch developed, and continue to remain so.

Best place to get a meal or coffee in or around campus?

Honestly, we had hardly any time to go anywhere other than Jammin' Java; but the area outside the Pepsi Dining Centre was a good hangout place.

Tell us about your path from LUMS to where you are today. How has LUMS helped you in your career?

SDSB provided multiple opportunities with top recruiters coming to the campus. My summer internship at Unilever and eventual selection at McKinsey was through SDSB. The great thing, however, is not that I was only able to apply to some of the top recruiters, but also received

support from the university to guide me through the rigorous recruitment processes.

What are some of the challenges you are facing in your career so far, and how do you overcome them?

It's been six months, so not much on any major challenges or even big achievements. The exciting as well as challenging part of my role as a consultant is that every project and every task is a new business problem. One has to constantly create solutions to new issues. The key is to focus on how you approach and think about the problem. This is where the SDSB experience greatly helped me.

What is the one piece of advice you would offer to students considering studying at SDSB-LUMS?

SDSB-LUMS, as an institute, is a platform for growth. It's important to understand all that it offers in terms of academics and professional development, and use that to shape and excel in your career choices.



STAFF PERSPECTIVE

INTERVIEW WITH AZHAR R. ABBASI

MBA Programme Coordination Office



Tell us a bit about your background and family?

I hail from Multan. My father was a police officer, and several family members were in the army, so I had a disciplined childhood. As my father was a police officer, he was hardly ever around, so it was mostly just us siblings and my mother at home. This was also the major reason why I decided not to join the force. My father used to say that a family man should not be in the force because then family gets neglected. I came to Lahore, got married, and had a beautiful boy. Before joining LUMS, I worked at Jang Group in the finance department, and then in Pakistan Railways as a programme head. In 1997, I joined LUMS and never looked back.

How would you describe your job?

I lead the Programme Coordination Office and work closely with the students, the faculty, and other departments at the SDSB. I coordinate the MBA programme and now my team is also looking after the operations of the MBA exchange programme.

What was the School like when you began your journey here?

In 1997, LUMS only had a single building (the academic block). It was a close-knit environment where everyone knew each other, and the offices were all in the same building. Due to the proximity, the relationship between the students, the faculty, and the staff was very close. Till 2012, the business school was in that building, but as new programmes were launched, more space was needed, and the business school moved to where it is today.

As the School grew, which period proved the most challenging for you?

For me, the period from 2007 to 2009 was the most challenging, as I had enrolled in an evening MBA programme. For me, these two years were very difficult because juggling work, studies, and family was not easy. I even thought about dropping out of my evening programme, but thanks to the mentorship of Dr. Faheem ul Islam, a former faculty member at SDSB, I managed to get through it. I will never forget how he helped me through those difficult times. I am lucky to have worked with some inspirational people throughout my career at SDSB, Professors Mubashir Ali, Abdur Rahman Malik, Mohsin Bashir, and Arif Rana are just a few who have played a big and important part in my life.

If you could change one thing about working here, what would it be?

I would want to have a paperless office and make the whole system digital. That would not only be cost-effective but also save time and human resources. I would also like a system of acknowledgment and positive feedback from top to bottom. Recognition is the mother of all rewards; employees feel involved and get motivated to do even better.

What do you like most about your job?

I like working with people. There are creative, analytical, caring, intelligent, and hardworking people around me. That's what I really like. I am a very social person, and I feel that every

person, a student, or a colleague has something to teach you. I like to strike a conversation with people to learn from them. And thankfully, my job lets me do just that.

What would people be surprised to learn about you?

I am very interested in IT & innovation, and if I could do it all over again, I may have gone into that sector. And I am a Sufi at heart. I love to read and talk about Sufism.

When you are not at work, what do you do for fun?

I listen to music, from Punjabi rock to old classical music. I sing along to songs too. I can sing very well. I love cricket, so I watch matches on TV quite often. My favourite cricketer is Steve Waugh and our current Prime Minister Imran Khan. I feel that God has blessed me with a lot, and I must give back; hence, I do a lot of social work and reach out to deserving people. This gives me a sense of accomplishment and keeps me grounded.

What do you like most about working with students?

I like interacting with students and mentoring them through difficult times. I believe that I am a good listener, and can counsel them through hard times. Each time something needs to be communicated to the MBA students; everyone says *Azhar Sahib ko kahain* (ask Mr. Azhar to tell them) because of my good rapport with the students.



FACULTY INSIGHT



PRICE CLUSTERING AND SENTIMENT IN BITCOIN

This article is based on the paper Price Clustering and Sentiment in Bitcoin, published in Finance Research Letters (2019).

Cryptocurrency took the world by storm since its release in 2009. Of all the innovations in financial markets over the past 20 years, few

have received more attention by regulators and investors than the cryptocurrency Bitcoin.

One of the first digital currencies, Bitcoin's origin is shrouded in mystery, with the founder only known by the pseudonym, Satoshi Nakamoto. Since first coming up with the concept for a peer to peer electronic payment system, Nakamoto actively collaborated with developers online until vanishing without a trace in 2011. Every now and then, cryptic messages continue to float across the web, reviving one of the greatest mysteries in technology.

Capturing the attention of regulators and investors around the globe, the price of Bitcoin, which remained under \$0.20 for more than three years, reached nearly \$18,000 per coin. In other words, Bitcoin presented returns of nearly 9 million percent on the original price, which possibly remains the most lucrative investment ever recorded, without any physical component whatsoever. In 2018, the price plummeted, and at the time of this research, Bitcoin's price stood below \$4000. Despite unprecedented volatility, few studies have been conducted to explore the price dynamics of Bitcoin.

In their recent paper, Price Clustering and Sentiment in Bitcoin, Baig, Blau, and Sabah seek to identify a potential reason for why price clustering exists in Bitcoin or Bitcoin's tendency to be priced at round numbers. While prior research provides evidence of price clustering in Bitcoin, this study seeks to explain that sentiment has a strong positive association with price clustering. Sentiment refers to negative, positive, or neutral opinions; sentiment analysis has numerous practical applications in generating insights and actionable intelligence about products, brands, and services.

The researchers use Google Trends to identify periods of high Bitcoin sentiment, which, while imperfect, highlights the aggregate interest of the market. In their sample time period, they find a remarkable level of price clustering as the trades of Bitcoin execute on whole dollars more than 18 percent of the time even though whole dollar increments make up 1 percent of all available pricing increments. The authors posit that in the Bitcoin market, individuals' penchant for round numbers may contribute to price clustering. The findings are consistent with the concept that those who buy or invest based on sentiment, and are possibly less informed, are more likely to set prices on round numbers. On the other hand, strategic clustering, due to machine-based traders or

informed traders or both, is less likely to set prices in round increments.

The findings contribute to the recent literature examining the price dynamics of Bitcoin generally, and the degree of Bitcoin price clustering, specifically. The study, however, also has much broader implications.

The foundation of economic theory is based on the formulation of equilibrium prices. Well-functioning markets play a critical role in ensuring that the prices find their equilibrium values. The presence of price clustering in various asset markets and in the market for Bitcoin particularly speaks to frictions that might exist, which constrain the formulation of equilibrium prices, thereby impacting the smooth functioning of markets.

The results are consistent with the findings of Blau (2018), who reported a positive relation between investor sentiment and the clustering of equity prices. This suggests a similarity between microstructure patterns of price clustering in Bitcoin and equity markets, which is an important implication for the Fintech industry. The researchers conclude by identifying future areas of research to examine how anonymity and the lack of regulatory structure for Bitcoin affects the unusual level of price clustering.

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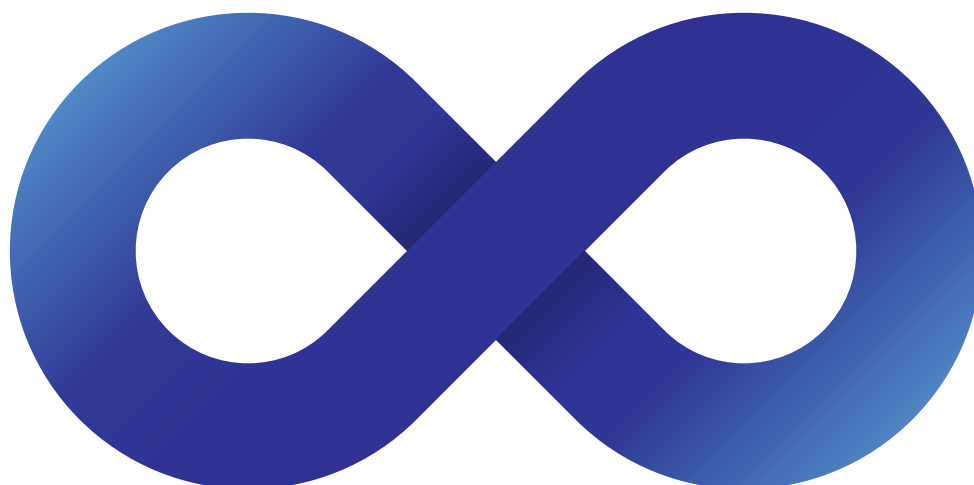
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DOI: 10.1016/j.frl.2019.03.013

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Find out more at: <https://admission.lums.edu.pk/graduate-programmes>



IN THE PUBLIC EYE



OMAR MOEEN MALIK

MBA (2005)
 HEAD OF DIGITAL WALLETS & PAYMENTS
 TELENOR MICROFINANCE BANK

You graduated from SDSB with an MBA in 2005. What are you doing now?

After graduating, I worked for a year with Teradata doing data warehousing with Telcos in the Middle East market. That led me to join Telenor Pakistan, where I first looked after all the value-added services, and then moved to the Easypaisa project in 2008. We launched in 2009, and I've been with Easypaisa ever since, and have looked after different products, then headed strategy, and set up and launched Digital Payments. At the moment, I am heading Digital Wallets and Payments at Easypaisa.

How is fintech transforming the financial services space in Pakistan?

Out of about 120 million adults in Pakistan, only 25 to 30 million have bank accounts. That puts Pakistan at the bottom when you compare financial inclusion between different countries. In the South Asian countries, we are dead last. The 15,000 bank branches and ATMs we have in Pakistan are just not enough to serve everybody. On the other hand, you have more than 150 million active SIM cards in the country. So fintechs like Easypaisa are trying to utilise mobile phones to provide easy, convenient, and cheap financial services to people across the country. With increasing smartphone penetration, and a huge youth population that is eager for digital services, we see some movement, but there is a long way to go and lots to be done.

What did you do before you came to SDSB?

I have a BSc in Computer Sciences from the University of Texas at Austin, and I had worked in the United States for three years with different IT companies, including Vignette and IBM.

What did you most enjoy about the MBA course?

Of course, the campus and the subjects and professors were excellent, but I think the best thing about the MBA course was that I made some excellent lifelong friends. We really enjoyed the two years we spent in the MBA and even though it's been almost 15 years since I graduated, we still meet very frequently and enjoy our time together (especially on our WhatsApp groups).

Who was your favourite instructor and why?

It is very difficult to choose because most of them were very good, but I'll choose Dr. Zahoor, who taught us Management Information Systems. I think his entire approach to a case and his structured approach kept the entire class very engaged.

What has been the biggest challenge since leaving SDSB?

Not many challenges, actually. I think LUMS prepared us how to open up our minds to tackle situations and gave us a bunch of excellent tools and frameworks to use when working in a professional environment. We were very lucky to have a good economy when we graduated with telecommunication companies, FMCGs, and banks hiring aggressively.

What are your future career goals?

When I look around into other areas of life in Pakistan, I see a lot of inefficiencies today. Just like what Easypaisa is doing with financial services, I think that we have a unique opportunity today to inject technology into so many different areas to improve services and make them more convenient for people. We

already see this happening to some extent in ride-hailing with the likes of Uber and Careem and food ordering with FoodPanda, etc., but then there are so many other areas and sectors where services can be improved, just by utilising technology, especially in the public sector. So, after we have revolutionised the entire financial sector and everybody in Pakistan is using financial services through their mobile phones, I'd like to contribute my learnings and experience to digitising more areas of life in Pakistan.

What career advice would you give to students studying for an MBA?

Study hard and learn as much as you can. But don't kill yourself to get grades. Meet people, make friends, have crazy discussions on just about any and every topic, explore Lahore, and enjoy the food. Use these two years to 'upgrade' yourself because that is what really matters.

Any good books you have read lately?

I like reading, and I always have a book or two on my bedside table. These days, I find myself drawn towards history. I have a couple of books from Reza Azlan and Lesley Hazelton that I enjoy reading time and again.

What is your favourite memory of SDSB-LUMS?

There are SO many, but if I have to choose one, I still relish our Delhi visit to attend some business games with eight of my classmates. In 10 days, we travelled by train, bus and on foot across Amritsar, Delhi, Jaipur, and Agra.

WHAT WOULD YOU DO?

DRIVING MOBILE ACCOUNTS SALES AT TELENOR PAKISTAN

This article is based on the case Driving Mobile Accounts Sales: Strategic Imperative for Telenor Pakistan authored by M.Luqman Awan, M. Usman Awan, Omar Naseer, and Usman Mumtaz Khan published in the Asian Journal of Management Cases.



Telenor Pakistan's financial services under the brand EasyPaisa started in 2009 with the goal to reach out to the unbanked segment (approximately 60 million people). In just three years, EasyPaisa had a brand awareness of 80 percent and the largest footprint of its category, with 36,000 shops around the country. The service was supplemented through Mobile Accounts (MAs) to attract and retain customers for continual usage of its complete offerings.

Financial services had become one of the leading value-added services in Pakistan's telecom landscape. Recognising the need for a different selling approach as compared to current sales and distribution infrastructure, Mobile Accounts Sales Officer (MASO) positions were created. MASOs interacted with customers through cold calls, door to door visits, visits to small and medium offices, and leads collected through the retail channel.

Each MASO was given a special handset with an application installed in it to complete all requirements to open a mobile account, which decreased confusion and improved the customer experience. These new positions proved to be very successful. In the first four months of their launch, the number of mobile accounts increased by 113 percent (105,000 to 224,000). The MASOs generated 50 percent of September 2013 sales. The stated target for the financial services business was 350,000 mobile accounts in 2013.

What's the Way Forward?

Mahboob Ali Shah, Manager Financial Services Planning Telenor Pakistan (TP), needed to make a choice about expanding the role of the Mobile Accounts Sales Officers (MASOs) to achieve this year's target of 350,000 mobile accounts out of which he had so far only achieved 224,000.

Shah had the following options:

1. increase the number of current MASOs for accelerated penetration,
2. maintain the same number of MASOs but focus on enhancing their skills and related control system, or
3. develop a sophisticated in-house sales force managed by Telenor Pakistan to focus on institutional and corporate customers only, in addition to the current franchisees managed by the MASOs.

Each option had its advantages and challenges, Mahboob wondered how to decide and which option to select. What would you advise?

Reference

Awan, M. L., Awan, M. U., Naseer, O., & Khan, U. M. (2019) Driving Mobile Accounts Sales: Strategic Imperative for Telenor Pakistan.

Asian Journal of Management Cases, 16(2), 240-260

DOI: 10.1177/0972820119858546



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STUDENT EXPERIENCE



ALINA MAJEED

BSC Management Science, Class of 2020, reflects on her unique and diverse experiences at SDSB-LUMS.

As a Management Science student, I have taken courses in programming and political science, apart from a variety of different courses offered at the business school. The diversity in coursework has enhanced my creativity and polished my technical skills. Through various corporate exposure programmes hosted by the business school, I got the chance to network and learn from industry leaders, which has helped build my business acumen.

After my A levels, the scramble for college admissions ended when I got accepted into LUMS. Coming into university a few weeks later than the rest of my batch, I dreaded the turbulence of settling in at a new place. Just like any other person coming out of their A levels, I was anxious whether LUMS was the right choice for me or not. Three and a half years down the road, I look back to a delightful journey that has made me who I am today.

My fondness for LUMS stems from the unique experiences I've had with the University. It's a place where there's no lacuna of opportunities. If you have the drive to follow your passion, LUMS will provide the platforms to accelerate your growth across every possible realm; be it academics, professional experience, or extra-curricular activities. The latter is achieved through more than 33 societies on campus, some of which have an international presence as well.

In fact, I've been a part of one such society, which happens to be the largest and most prestigious Model UN of Pakistan – LUMS Model UN Society (LUMUN). LUMUN has been an integral part of my LUMS experience, not only because of the friends I made within the society but also because of the exposure it gave me. I represented Pakistan at the Model UN Turkey conference, where we were able to bag the best delegation award, among hundreds of schools and colleges from around the world. Furthermore, LUMUN helped hone my leadership skills because I was the Committee Director twice in three years.

In terms of academics, LUMS gives you the opportunity to study a myriad of interdisciplinary courses and build a holistic perspective. The University now offers various exciting majors across five different schools. As a Management Science student, I have taken courses in programming and political science, apart from a variety of different courses offered at the business school. The diversity in coursework has enhanced my creativity and polished my technical skills. Through various corporate exposure programmes hosted by the business school, I got the chance to network and learn from industry leaders, which helped build my business acumen. Speaking of creativity and business acumen, the Career Services Office at LUMS helped me find the right place to advance my professional

development. In the summer of 2019, I interned with PepsiCo International, where I worked in the HR department to streamline their Labour Relations front, a dimension previously unknown to me. The intense curriculum and rigour of academics at LUMS helped me in the professional domain, as I leveraged my quantitative modelling skills to make the most of my internship at PepsiCo.

Albeit every experience at LUMS has had its unique role in crafting my development, my greatest experience has been kick-starting an entrepreneurial venture at the Suleman Dawood School of Business. The start-up goes by the name of Totes and provides customisable handbags to women all across the country. I enrolled in an entrepreneurship course, which provided me the platform, and equipped me with the essential tools to co-found and run the business effectively. Being an entrepreneur at the age of 22 is a stellar accolade, and SDSB-LUMS gave me the chance to propel my entrepreneurial pursuits.

This June, I'll be taking away a wealth of memories and experiences from LUMS. In nearly four years at the university, I've learned that it does not matter what opportunities you're missing out on, what really matters is what you make of the opportunities at your disposal, and my experiences here at LUMS are a testament to that.



FACULTY IN FOCUS

INTERVIEW WITH DR. KHUDEJAH I. ALI

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Please tell us a little bit about yourself?

I am a LUMS alumna, and I recently graduated from the University of Miami with a PhD. I am altruistically motivated and hope to make some impact on the lives of those less fortunate through my career and work.

What are your research interests?

My primary research area involves the use of social media for strategic marketing communications, with a focus on detecting message features that predict persuasion and virality related outcomes. I am also interested in health marketing for prosocial behaviour change.

You joined SDSB as a research associate (RA). Can you tell us a little about your journey from RA to PhD student, and then teaching faculty at the SDSB?

My time at LUMS as an RA really solidified the passion that I had for research, it was a space in which I initially learned how to meld my inquisitive nature with the methodological skill needed to answer pressing questions in the field. The experience that I gained as an RA made the transition to PhD student a much easier one and gave me a head start in terms of conference presentations and publications. Ultimately, my journey has brought me back to LUMS as an Assistant Professor—allowing me to give back to the institution that has given me so much.

Why do you feel that the study of marketing and communications continues to be important?

In today's hyper-connected world, marketing communications are more important than ever. Getting the right message across to the right people at the right time, and through the right channels can make a world of difference for outcomes in avenues that not only include business, but also in matters of public interest such as politics and health. Marketing communications thereby becomes a necessary part of any strategic imperative, either for profit or for the public good.

What do you think are some of the most pressing issues in the field of marketing and communications?

Misinformation is one of the great challenges that the field currently faces. With the advent of social media, false news and information have the same potential to reach and influence people as the truth. As such, it has been accused of causing disruptions in businesses' bottom lines, political election cycles, and public health programmes such as vaccinations, both at home and abroad. Recognising this, one of my research trajectories aims to understand why people may believe and share such misinformation in the online environment.

What do you like to do in your free time?

I love a good adrenaline rush! I am an avid hiker and trekker. I also love adventure sports, travelling, and exploring new cultures. I also like to learn new things in my free time. I am currently thinking of taking up tennis and violin lessons.

Any Netflix/Amazon shows that you have binge-watched lately?

Oh, so many! The most recent show I binge-watched was The Good Place (can't resist a witty comedy).



WHAT WOULD YOU DO?



WASEELA FOUNDATION ACCOUNTING FOR ZAKAT

This article is based on the case, Waseela Foundation: Accounting for Zakat, authored by Junaid Ashraf & M. Abdul Rauf, published in the Asian Journal of Management Cases.

BACKGROUND

The case focuses on the issues faced by Waseela Foundation in its accounting system, specifically, in recording the receipt of zakat donations and its utilisation. Founded by corporate professionals from diverse backgrounds, the non-profit charity foundation relied on donations and contributions from board members and their close friends. Over five years, the foundation had executed multiple charitable projects in healthcare, humanitarian relief, capacity building, and education.

The foundation's flagship project was a charitable hospital established in 2008. The hospital provided free medical care and medicines against a nominal token fee. Over the years, demand for healthcare services considerably increased, and the board at Waseela Foundation felt the need to establish a purpose-built hospital with the latest medical equipment.

THE CHALLENGE

The envisioned hospital project required a large investment, and the foundation had to expand its donor base. Prospective donors outside the close circle of friends and acquaintances raised questions on the utilisation of zakat. Zakat payers wanted to ensure that zakat donations were kept separate and utilised as per their interpretation of Islamic injunctions.

THE WAY FORWARD

The Executive Director of Waseela Foundation, Mr. Mustafa, had the task of redesigning the accounting system, which would assure the donors that their zakat was being managed and utilised as per their instructions. Accounting for donations in non-profits requires an elaborate system of recording and reporting that can distinguish sources of donations and their utilisation. Hence, unlike for-profit organisations, non-profits have to keep different sources of funds separate for recording and reporting purposes. Zakat poses special accounting challenges because there are variations in the interpretations of different schools of thought concerning how zakat should be spent.

[What changes would you advise Mustafa to make in the accounting and reporting system of Waseela Foundation?](#)

Reference

Ashraf, J., & Rauf, A. (2020). Waseela Foundation: Accounting for Zakat. *Asian Journal of Management Cases*, 17(1_suppl). Doi: 10.1177/0972820119884406



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ENABLING ENTREPRENEURSHIP BRIDGING THE FORMALITY GAP

This article is based on the paper, Beyond the formal/informal enterprise dualism: Explaining the level of (in) formality of entrepreneurs, published in The International Journal of Entrepreneurship and Innovation.

In Pakistan, the informal sector accounts for nearly 33.5% of the gross domestic product and employs nearly three quarters (73%) of the workforce. The researchers discovered that more than 80% of the surveyed enterprises were neither wholly formal nor wholly informal but somewhere in the middle of the continuum. For these retail micro-entrepreneurs, formality occurred in stages marked first by registering with the tax department, followed by the labour department, then commencing formal accounting practices, and lastly, the incorporation of the business.

In the past decade, informal entrepreneurship has become a global phenomenon. Nearly two-thirds of all global enterprises today start off as unregistered, and more than half continue to operate in this manner. In Pakistan, the informal sector accounts for nearly 33.5% of the gross domestic product (Schneider and Williams, 2013) and employs nearly three quarters (73%) of the workforce (ILO, 2012; Williams, 2015). Authors Shahid, Williams, and Martinez evaluate the characteristics of entrepreneurs and enterprises at various levels of informality and the determinants of their level of informality in their recent publication. The sectoral focus of their research is Pakistan's retail and wholesale sector, in which 85% of the workers are in informal employment.

The researchers used a 2017 survey of 500 microenterprises operating in the retail sector of Lahore, Pakistan, to explain varying levels of formal and informal entrepreneurship. By applying multivariate analysis and post-estimation, the researchers discovered that more than 80% of the surveyed enterprises were neither wholly formal nor wholly informal but somewhere in the middle of the continuum. For these retail micro-entrepreneurs, formality occurred in stages marked first by registering with the tax department, followed by the labour department, then commencing formal accounting practices, and lastly, the incorporation of the business.

The research reveals a continuum of entrepreneurship ranging from wholly formal to wholly informal with many varieties in-between. The findings make three major contributions to the theoretical body of knowledge. Firstly, the findings reveal that conceptualising informal and formal entrepreneurship as separate categories is no longer tenable; most entrepreneurs are neither

wholly formal nor wholly informal but operate at varying levels of formality. Secondly, there is a strong association between the level of informality and the characteristics of the entrepreneur and enterprise. Recent years have seen advances in understanding the characteristics of informal entrepreneurs. Both relatively younger and older entrepreneurs tend to operate informally, while older enterprises are more likely to be formal.

Women are more likely to start-up and operate informally than men, as are lower-income populations. They are also more often necessity driven compared with formal entrepreneurs and less likely to view registration with authorities as necessary. Third, the study also reveals that the institutional environment does have an impact and needs to be addressed to facilitate the transition to formalisation, especially the lack of horizontal trust in competitors and lack of vertical trust in terms of redistributive justice.

In terms of policy implications, this study establishes a link between higher levels of formality and higher levels of education, higher incomes, number of employees, and banking through a business account. Thus, tackling informality requires an emphasis on initiatives so far seldom considered; for example, formalisation requires society-wide improvements in education; support schemes to help entrepreneurs improve business income, and initiatives to provide easier and cheaper access to business bank accounts.

In conclusion, tackling informality is not simply about empowering enforcement authorities to impose fines and detect risky businesses (Williams, 2018); rather, in order to facilitate the transition from informality to formality, more indirect and broader society-wide changes are required.

Reference

Shahid, M. S., Williams, C. C., & Martinez, A. (2020). Beyond the formal/informal enterprise dualism: Explaining the level of (in) formality of entrepreneurs. *The International Journal of Entrepreneurship and Innovation*, 1-15.
DOI: 10.1177/1465750319896928

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EVENTS @ SDSB



1 LUMS Leads in International Rankings



LUMS has been ranked the number 1 university in Pakistan, among the top 50 in Asia, and top 200 globally according to the Quacquarelli Symonds (QS) Graduate Employability Rankings 2020. This achievement reaffirms the University's dedication to quality education that translates into meaningful careers after graduation.

The Suleman Dawood School of Business continues to gain greater prominence globally. The latest QS World University Rankings 2020 place it as the top business school in Pakistan and in the top 250 business schools of the world for Business and Management Studies. The School's MBA is also ranked among the top 25 MBA programmes in Asia according to the QS MBA Rankings Asia 2020 and among the top 250 in the world.

Commenting on this major accomplishment, Dr. Alnoor Bhimani, Honorary Dean, SDSB said, "Our primary goal is to develop ideas and people to shape business and society. The world recognises our performance in this respect. What matters to us is that we offer outstanding business education, produce research that impacts lives and that SDSB serves the needs of enterprises that prize high calibre graduates."

2 CIMA Case Study Analysis Workshop at SDSB-LUMS



For the first time in Pakistan, SDSB-LUMS, in collaboration with the Chartered Institute of

Management Accountants (CIMA), organised an exclusive workshop for educators on the case-based teaching method and challenges affecting accounting in the digital economy. The workshop was led by Professor Ts. Dr. Saravanan Muthaiyah, Multimedia University, Cyberjaya, Malaysia. The trainers also included Ms. Karen Phang, Associate Director Global Academic Engagement CIMA, Honorary Dean SDSB Dr. Alnoor Bhimani, and SDSB Professor Dr. Syed Zahoor Hassan.

The workshop included four sessions spread over two days. These sessions revolved around identifying and exploring new directions in digital services and the digital economy. Global trends in the finance and accounting domain, such as value creation by embedding data science in accounting, virtualisation, and collaborative filtering were also discussed. The participants experienced firsthand the intricacies that go into teaching and learning by the case method and prepared to apply this pedagogy in their classrooms.

3 In Conversation with Mr. Ali Almakky



SDSB Luminites Association organised a session for the MBA students with SDSB alumnus (MBA 1996) and Managing Director for JP Morgan's Global Corporate and Investment Banking Strategy Group, Mr. Ali Almakky.

Mr. Almakky talked about challenges facing the global banking industry and opportunities for adopting emerging technologies. The discussion addressed the evolving role of banks in the presence of disrupters (fintechs/other e-commerce platforms and market place ecosystems), enhanced dis-intermediation and fragmenting with alternative capital providers, adoption of local models to leap-frog global business models

and redefining financial ecosystems. Finally, the ability of global banks to retain primacy within the financial services space, absorb new technologies (through partnerships and/or acquisitions), and continue to dominate given the regulatory barriers to entry were also discussed.

4 SDSB Bookshop Inauguration and Launch of Mrs. Perwin Ali's Autobiography



A glimpse into the life and thoughts of Mrs. Perwin Ali was the highlight at the launch of her autobiographical book, *A Free Spirit*, at the Suleman Dawood School of Business, LUMS. Peppered with insightful anecdotes and family photographs, the book encapsulates different facets of Mrs. Ali's life. The memoir was inspired by her grandchildren to forward the tradition of the written word, and its ability to transform generations of readers.

The book launch was preceded by the inauguration of the LUMS Bookstore on the ground floor of SDSB. Mr. Syed Babar Ali, Founder LUMS, and Mrs. Perwin Ali, inaugurated the bookstore that stocks publications across a range of topics, including Pakistani history, arts and literature, and is open for the entire LUMS community.

In a befitting tribute to Mr. and Mrs. Ali's continued patronage of arts and culture in Pakistan, the evening ended with an enthralling classical musical performance by award-winning vocalist Ustad Shafqat Ali Khan.

5 Conversation on Digital Pakistan Initiative by Tania Aidrus (Head of Digitisation, Government of Pakistan)



SDSB welcomed Ms. Tania Aidrus on campus for a discussion around the newly conceived Digital Pakistan initiative, covering areas of governance digitisation, improving procurement practices, taxation, startup funding, and fintech. Ms. Tania Aidrus discussed multiple overlapping initiatives being planned by the Government of Pakistan. Among other items, intermediary liability protection, steps to enhance IT education and training, and socioeconomic initiatives to empower women and transform underprivileged communities were also discussed.

6 Pakistani Voices from the Margin



The Centre for Business and Society (CBS) organised a panel talk titled *Pakistani Voices from the Margin* to highlight the importance of interfaith dialogue and harmony. The panel of experts included Mr. Asif Aqeel (journalist and researcher), Ms. Jennifer J. Jeevan (Christian Study Centre, Rawalpindi), Ms. Ayra Indrias Patras (Women Desk Church of Pakistan, Lahore Diocese and Visiting Faculty at Kinnaird College for Women), and Dr. Kalyan Singh (Government College Lahore). Moderated by Dr. Khawaja Zain-ul-Abdin (SDSB), the panel talked about their work in the areas of religious

diversity and inclusivity. They also shared their personal experiences with the audience. The programme also included a presentation on interfaith harmony by Dr. Jawad Syed (SDSB) and a concert by acclaimed gospel musicians, The Leo Twins. The event was attended by a diverse audience that included representatives from academia and civil society, the LUMS community, families of LUMS MBM staff, representatives from SOS and Taabiir, and young students from The Citizens Foundation and Salvation Army.

7 No Borders Teaching and Learning Workshop



The No Borders Integrative Teaching and Learning Workshop, taught by Dr. J.B. Kassarian (Professor of Management at Babson College) and Dr. Joe M. Pons (Professor of Marketing at IESE Business School and IEDC-Bled School of Management) for the LUMS faculty was designed to transform classroom instruction through effective methods for meaningful transfer of knowledge.

Faculty and graduate students from all five schools at LUMS participated in the week-long programme. The workshop was split into two modules: Case-based Pedagogy, which was a two-day session, and No-Borders Integrative Teaching and Learning, which was a three-day session. Participants delved into the art of case-based learning, case writing, and course design, as well as team teaching. The diversity of participants and group work created space for a range of different perspectives leading to productive and thought provoking conversations.

In addition to the intricacies of teaching methodologies, Professors Kassarian and Pons also discussed the wider issues surrounding teaching in the classroom, including the challenges of balancing a professional and personal life and interacting with students.

8 Islamic Finance, Banking and Business Ethics (IFBBE) Conference, Spain



SDSB-LUMS co-hosted the 4th Islamic Finance, Banking and Business Ethics (IFBBE) Conference at Universitat de València, Spain. Under the theme of Building New Finance through Inclusion, Sustainability and Ethics, the conference was organised in collaboration with The Global University of Islamic Finance (INCEIF), Malaysia, Universitat Jaume I, Spain, and Universitat de València.

The conference drew international participants from a variety of fields, including academics, policymakers, and practitioners. Centered on banking fragility, extreme financial market volatility, climate change, and inequality, the conference delegates discussed a variety of prevailing issues, such as the widening gap between the rich and the poor, disruption due to digital innovation, and rising protectionism. Over two days, participants raised several issues, including, how to contribute to sustainable transformation of society through socioeconomic policies, innovation in technology and politics and institutional reforms, how to promote ethics in business, how to enhance financial inclusion through formal and non-formal financial institutions, and how to address climate change through sustainable and responsible investments.

The conference also included an exciting Meet the Editors session that was moderated by Dr. Aun Raza Rizvi (SDSB). Participants met the editors of the top 4 finance journals, who provided valuable insight into the art of research. Attendees also had the opportunity to visit Bolsa de Valencia - the Valencia Stock Exchange.

SELECTED SCHOLARLY HIGHLIGHTS 2019

1. Dr. Khawaja Zain-ul-Abdin

Viruses Going Viral: Impact of Fear-Arousing Sensationalist Social Media Messages on User Engagement (with Khudejah Ali, Cong Li, Lisa Johns, Ayesha Aziz Ali, and Nicholas Carcioppolo), *Science Communication*

2. Dr. Ghufuran Ahmad

What do the Followers Want?: The Core Functions of Leadership (with Christoph Loch), *The Leadership Quarterly*

The Limits of Social Identity Impact on Economic Preferences (with Saad Azmat and Rooha Najeeb Khan), *Journal of Behavioral and Experimental Finance*

3. Dr. Faiza Ali

Theorizing Equal Opportunity in Muslim Majority Countries (with Jawad Syed), *Gender, Work & Organization*

A Multilevel Perspective of the Identity Transition to Motherhood (with Sophie Hennekam, Jawad Syed, and Jean-Pierre Dumazert), *Gender, Work & Organization*

4. Dr. Khudejah Ali

Viruses Going Viral: Impact of Fear-Arousing Sensationalist Social Media Messages on User Engagement (with Khawaja Zain-ul-Abdin, Cong Li, Lisa Johns, Ayesha Aziz Ali, and Nicholas Carcioppolo), *Science Communication*

5. Dr. M. Junaid Ashraf

Precariousness, Gender, Resistance and Consent in the Face of Global Production Network's 'Reforms' of Pakistan's Garment Manufacturing Industry (with Muhammad Ayaz and Trevor Hopper), *Work, Employment and Society*

6. Dr. Saad Azmat

The Limits of Social Identity Impact on Economic Preferences (with Rooha Najeeb Khan and Ghufuran Ahmad), *Journal of Behavioral and Experimental Finance*

What Determines the Profitability of Islamic Banks: Lending or Fee? (with A.S.M. Sohel Azad and Aziz Hayat), *International Review of Economics & Finance*

7. Dr. Mohsin Bashir

The Need for Ethical Leadership in Combating Corruption (with Shahidul Hassan), *International Review of Administrative Sciences*

The Punjab Revenue Authority: Meeting the Challenges of a New Institution (with Ringa Raudla and James W. Douglas), *Public Administration and Development*

Why Madrassah Education Reforms Don't Work in Pakistan? (with Shoaib Ul-Haq), *Third World Quarterly*

8. Dr. Arif N. Butt

Distinct Effects of Intrinsic Motivation and Extrinsic Rewards on Radical and Incremental Creativity: The Moderating Role of Goal Orientations (with M. Abdur Rahman Malik and Jin Nam Choi), *Journal of Organizational Behavior*

9. Dr. Hassan Rauf Chaudhry

Carbon Performance of Firms in Developing Countries: The Role of Financial Slack, Carbon Prices and Dense Network (with Naeem Ashraf, Breeda Comyns, and Syed Tariq), *Journal of Cleaner Production*

10. Dr. Omair Haroon

Impact of Brexit Vote on the London Stock Exchange: A Sectorial Analysis of its Volatility and Efficiency (with Shaista Arshad and Syed Aun Raza Rizvi), *Finance Research Letters*

11. Dr. Muhammad Shakeel Sadiq Jajja

Buyer-Supplier Relationships and Organizational Values in Supplier Social Compliance (with Muhammad Asif, Frank Montabon, Kamran Ali Chatha), *Journal of Cleaner Production*

Social Compliance Standards: Re-evaluating the Buyer and Supplier Perspectives (with Muhammad Asif and Cory Searcy), *Journal of Cleaner Production*

12. Dr. Ayesha Masood

Speaking Out: A Postcolonial Critique of the Academic Discourse on Far-Right Populism (with Muhammad Azfar Nisar), *Organization*

Dealing with Disgust: Street-level Bureaucrats as Agents of Kafkaesque Bureaucracy (with Ayesha Masood), *Organization*

13. Dr. Muhammad Abdur Rahman Malik

Distinct Effects of Intrinsic Motivation and Extrinsic Rewards on Radical and Incremental Creativity: The Moderating Role of Goal Orientations (with Jin Nam Choi and Arif Nazir Butt), *Journal of Organizational Behavior*

14. Dr. Muhammad Azfar Nisar

Dealing with Disgust: Street-level Bureaucrats as Agents of Kafkaesque Bureaucracy (with Ayesha Masood), *Organization*

Speaking Out: A Postcolonial Critique of the Academic Discourse on Far-Right Populism (with Ayesha Masood), *Organization*

15. Dr. Zainab Riaz

Electricity Load-shedding in Pakistan: Unintended Consequences, Opportunities and Policy Recommendations (with Hussain Kazmi, Fahad Mehmood, Zhenmin Tao, and Johan Driesen), *Energy Policy*

16. Dr. Syed Aun Raza Rizvi

Intricacies of Competition, Stability, and Diversification: Evidence from Dual Banking Economies (with Wajahat Azmi, Mohsin Ali, and Shaista Arshad), *Economic Modelling*

Role of Islamic Banks in Indonesian Banking Industry: an Empirical Exploration (with Paresh Kumar Narayan, Ali Sakti, and Ferry Syarifuddin), *Pacific-Basin Finance Journal*

Impact of Brexit Vote on the London Stock Exchange: A Sectorial Analysis of its Volatility and Efficiency (with Shaista Arshad and Omair Haroon), *Finance Research Letters*

17. Dr. Choudhry Tanveer Shahzad

The Demand for Eurozone Stocks and Bonds in a Time-varying Asset Allocation Framework (with Zaghum Umar and Aristeidis Samitas), *The European Journal of Finance*

18. Dr. Jawad Syed

A Contextual Study of Female-Leader Role Stereotypes in the Hotel Sector (with Tamer Koburtay), *Journal of Sustainable Tourism*

A Multilevel Perspective of the Identity Transition to Motherhood (with Sophie Hennekam, Faiza Ali, and Jean-Pierre Dumazert), *Gender, Work & Organization*

Religion as a Macro Social Force Affecting Business: Concepts, Questions, and Future Research (with Harry J. Van Buren, III and Raza Mir), *Business & Society*

Stelae from Ancient India: Pondering Anew Through Historical Empathy for Diversity (with Edwina Pio), *Management Learning*

The Curious Under-representation of Women Impact Case Leaders: Can We Disengage Inequality Regimes? (with Julie Davies and Emily Yarrow), *Gender, Work & Organization*

Theorizing Equal Opportunity in Muslim Majority Countries (with Faiza Ali), *Gender, Work & Organization*

The Challenges of Fitting in: An Intersectional Framing of Minority Ethnic Women Managers' Career Experiences in the UK (with Shehla Arifeen), *Personnel Review*

19. Dr. Muhammad Tayyab

A Sustainable Development Framework for a Cleaner Multi-item Multi-stage Textile Production System with a Process Improvement Initiative (with Jihed Jemai, Han Lim, and Biswajit Sarkar), *Journal of Cleaner Production*

20. Dr. Ghazal Mir Zulfiqar

An Analysis of the Homeworker Network in Pakistan: A Global Justice Network (GJN) Perspective, *Global Networks*

The Political Economy of Women's Entrepreneurship Initiatives in Pakistan: Reflections on Gender, Class, and "Development" (with Adrienne Roberts), *Review of International Political Economy*

SDSB AT A GLANCE

INTERNATIONAL ACCREDITATION

SDSB is the only business school in Pakistan to achieve AACSB (Association to Advance Collegiate Schools of Business) International Accreditation attained by only 5% of business schools worldwide

INTERNATIONAL RANKING

LUMS is ranked among the



Top 50
Universities in Asia



Top 200
Universities Worldwide

According to QS Graduate Employability Rankings 2020

SDSB IS RANKED AMONG THE

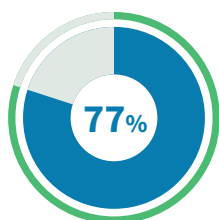


STANDOUT FEATURES

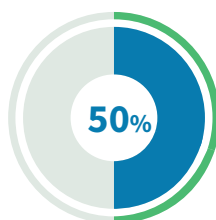
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of MBA 2019 students recruited before graduating

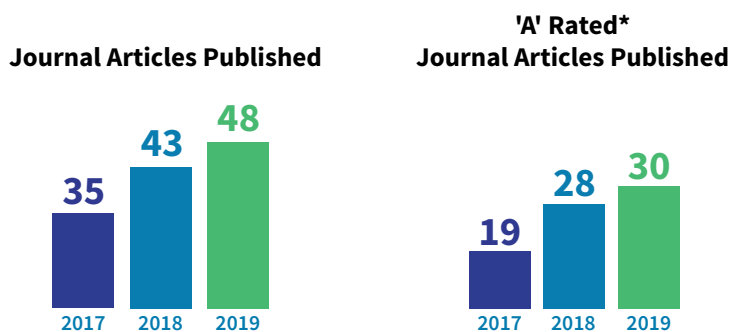


scholarships offered to all women & top 10 percent applicants admitted to the MBA/EMBA/MS programmes



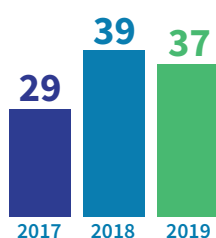
international student exchange programmes with leading global institutions

FACULTY RESEARCH



*based on the ABDC Journal Quality List

FACULTY CASE DEVELOPMENT



ARTICLES PUBLISHED BY PhD MANAGEMENT STUDENTS

13

in ABDC (Australian Business Dean's Council) A*/A ranked international journals till date

39

in international journals till date

24

papers presented at international conferences till date

DEGREES OFFERED AT SDSB

- Bachelor of Science (BSc Honours)**
 Specialisations: Accounting & Finance
 Management Science
- Master of Business Administration (MBA)**
- Executive Master of Business Administration (EMBA)**
- Master of Science (MS)**
 Specialisations: Business and Public Policy
 Healthcare Management and Innovation
 Technology Management and Entrepreneurship
- PhD Management**
 Specialisations: Organisational Behaviour & Strategy (OB&S)
 Operations Management (OM)
 Finance

THE PEOPLE OF SDSB

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Assistant Professor

Ms. Ayesha Bhatti

Assistant Professor

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SULEMAN DAWOOD
SCHOOL OF BUSINESS

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Munawar Rehman
Classroom Staff

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Senior Office Attendant

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