

# SDSB 360

VOLUME 1 ISSUE 2, 2020

INDUSTRY OUTLOOK  
A CONVERSATION WITH  
**AMIR PARACHA**

FACULTY INSIGHT  
**COVID-19 &  
FINANCIAL  
MARKETS**



IN THE  
PUBLIC EYE  
**SADAF  
REHMAN**

INTRODUCING  
**THE SDSB  
LUMINITES  
ASSOCIATION**

# FEATURES

**IN THE  
PUBLIC EYE**  
SADAF REHMAN



**INTRODUCING  
THE SDSB  
LUMINITES  
ASSOCIATION**

**INDUSTRY  
OUTLOOK**  
CONVERSATION  
WITH  
AMIR PARACHA



**FACULTY  
INSIGHT**  
COVID-19 &  
FINANCIAL  
MARKETS



# MORE GOOD STUFF

- 1**      **DEAN'S MESSAGE**
- 6**      **ENGAGE THIS TOO SHALL PASS**
- 9**      **GRADUATE SPOTLIGHT M. AZEEM ALI SHAH**
- 15**     **STAFF PERSPECTIVE GHULAM HASSAN**
- 17**     **FACULTY INSIGHT WHO AM I? THE IDENTITY  
TRANSITION TO MOTHERHOOD**
- 19**     **STUDENT EXPERIENCE MUHAMMAD ZAIN SHAHID**
- 23**     **WHAT WOULD YOU DO? A SIX OR OUT: BOUNDARY  
OF UNCERTAINTY**
- 25**     **FACULTY IN FOCUS SALMA ZAMAN & USSAMA YAQUB**
- 27**     **WHAT WOULD YOU DO? AGRICULTURE  
FINANCING STRATEGY**
- 32**     **NEWS AND EVENTS @ SDSB**
- 37**     **SELECTED SCHOLARLY HIGHLIGHTS**
- 39**     **SDSB AT A GLANCE**
- 41**     **THE PEOPLE OF SDSB**

## Follow Us



## Contact Us

SDSB Communications, Suleman Dawood School of Business LUMS  
DHA, Lahore Cantt. 54792, Lahore, Pakistan Tel: +92 42 111 11 LUMS

## Website

<https://sdsb.lums.edu.pk/>

## Email

[sdsb@lums.edu.pk](mailto:sdsb@lums.edu.pk)

# DEAN'S MESSAGE



## DR. ALNOOR BHIMANI

Honorary Dean,  
Suleman Dawood School of Business

There are times when changes are so significant that they become inflection points for individuals. Directions are re-thought and objectives altered. But rarely does everyone undergo this at the same time. The COVID-19 pandemic has unleashed this on us all. In very many ways, this epic disruption has generated new thinking, novel possibilities and much innovation. Many of the thoughts in this edition of SDSB 360 capture how adept we are at doing things differently. This is the spirit that captures SDSB: always searching for new ways to positively impact business, society and lives.

What is new at SDSB? This academic year, we have launched three new master's degrees and compared to two years ago, our MBA and EMBA cohorts have doubled in size. Over three hundred graduate students and three hundred more undergraduates are joining SDSB. Our faculty has worked relentlessly to shift to online and blended learning, and our staff have unremittingly facilitated all aspects of instruction and operations so we can continue to remain the top business school in Pakistan. This issue of the magazine will tell you more about how we exhibit leadership whether it is the induction of LUMS's founder Syed Babar Ali to the American Academy of Arts and Science; the innovation drives at Unilever Pakistan; keeping a healthy work-life balance; researching COVID-19 in different spheres; celebrating our Luminites; or understanding the identity transition of women when they become mothers; plus more.

Keep well and stay poised for the new world we are entering.

# INDUSTRY OUTLOOK

## A CONVERSATION WITH **AMIR PARACHA**

CEO Unilever Pakistan

**Amir, you joined Unilever Pakistan in 2000 and twenty years later you are the Chairman and CEO. Tell us a little bit about this journey.**

My journey with Unilever Pakistan began in 2000, when I joined as Assistant Brand Manager on Wheel after having spent a few years at Shell. As a marketer, I have had a deeply fulfilling career and while twenty years may seem like a long time, the many opportunities and challenges that have come my way have never let the pace dull down.

Towards the year 2006, I took on an international role as the Marketing Director for Unilever North Africa Middle East for GCC cluster, which was invaluable insightful both on a personal and professional front. This assignment was an immersive experience in a new culture, a diverse mix of consumers, and a different portfolio. There, I also happened to work with Sanjiv Mehta, who was our CEO then and learned a lot from him as his protégé. Years later now, Sanjiv is once again a leader in his role as President for South Asia, and I am glad we are working together closely.

There was also the matter of moving with family, but with the support of my wife, it was a smooth move, and we enjoyed the time we spent there. However, home is always in Pakistan, and when I returned, it was with gladness to lead the Home and Personal Care Division. But it is also important to diversify one's leadership and functional experience, which is why the next role I took on was as the Vice President for Customer Development (CD) or as it is more commonly known in Pakistan, sales. This is a decision that I look back on with fondness as the degree of innovation and purpose that I feel I was able to drive in CD is unparalleled. Leading sales can be compared to leading a military force on the frontlines,

and it is as rewarding as challenging. The search for disruptive business models and inclusion underscored my experience in the function. At the start of this year, I took on the role of Chairman and CEO of Unilever Pakistan from Shazia Syed, who was the CEO for Pakistan and is someone I have known as a valued peer for most of my career at Unilever. I appreciate the trust with which Shazia passed on the responsibility to me.



**You took on your new role in February 2020, and in March, the country was hit by the Corona pandemic. As a new CEO, how did you deal with this completely unforeseeable situation?**

One could say that starting a company leadership position at the cusp of a reality-altering global pandemic is not something that all leaders may be able to claim. At Unilever, the purpose is our North Star.

As a leader, I felt it was my responsibility to prioritise purpose and people, ensuring the safety and wellbeing of those within our value chain, the communities we reach, and the consumers who have placed their trust in us for decades. This was driven through continued essential operations as well as taking a lead in relief efforts in this hour of need. My teams have been instrumental in the success of this vision. With #UNILEVERFORPAKISTAN, we created a movement of support to protect lives and livelihoods. This fuelled momentum for further corporate response to support the deeply strained healthcare workers and infrastructure, provide urgent food relief, and mainstream hygiene awareness through our communications.

It was also essential to streamline our response as a business, operating through the lens of agility, innovation, and prioritisation. This required a conscious decision to adopt even higher levels of trust in my teams, empower them in their roles, and fast track decision-making as an organisation.

**Can you tell us about Unilever's response to the pandemic in terms of its employees, especially the sales team?**

As I said, given the value and need of our portfolio, the response of our people was motivated by a sense of national duty and human connection beyond just their work. Every person, across the business, has played a pivotal role in this by unlocking the exemplary courage, resilience, and selflessness of a true Pakistani during this time.

With soaps, sanitisers, and disinfectants being key to preventing the spread of COVID-19, our employees felt it was their national duty to go to the factory or out in the field and ensure that stocks were available and there was no panic in the market. From the factories and field teams to those working agile, our people worked around the clock to ensure that essential goods were available. While theirs was an essential service, we, too, had to do our part to ensure

that they and their families remained safe. As part of a global organisation, we had strict health and hygiene measures in place. All we had to do was ramp up the controls. An Incident Management Team was mobilised immediately to manage the upgrade in safety standards.

We also took a proactive approach to counter potential infections amongst our employees. We put in place a COVID Task Force at the factories. This team met daily to ensure audits and reviews of our protocols and keep tabs on any potential hot spots.

Employees were given multiple trainings, awareness sessions, and daily talks on preventive measures both within the factory and in their personal spaces, from across all levels of leadership. In addition to training, we provided a 30-day inventory of PPEs for all factory staff across the country. Investing in the safety of our people during this time is imperative for their well-being and the sustainability of our operations. When people are protected, they do well.

**You said in one of your interviews that the key metric to success is how to deal with uncertainty. 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?**

COVID-19 takes away the safety net of familiarity, and in the constant state of uncertainty, it is crucial to have an appetite for rewiring our DNA and tapping our resilience. Businesses must adapt to fulfil emerging needs of the consumers and retain their relevance.

Our survival instinct must kick in to protect the core with effective decision-making and prioritisation. Remaining in touch with how consumers are responding to the crisis will guide actions for the short and long term by protecting profitability through ramping up core services and shielding it from the impact of the legs of the business that are in weaker demand.

For the future, upskilling and reskilling of people is extremely relevant. Leaders should find innovative ways to fulfil the increasing learning needs of the workforce. It is also important to introduce flexible new age working models that can tap talent virtually. Leaders should also protect those in our extended value chain as well as work with a focus on health and livelihoods to empower those most in need right now.

From the time I was hired within Unilever by Musharraf Hai, whom I credit deeply for many learnings in my career, I have observed that different challenges come to different leaders in different ways. From Musharraf to Ehsan Malik, both former CEOs under whose leadership I have worked, I have observed that courage, composure, and decisiveness are three traits, the value of which remains relevant no matter what kind of difficulty one is surrounded with as a leader. And I hope that as the leaders of today, we can continue to find these qualities within ourselves.

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

It is still early days to conclusively say how culture will be impacted, but within the past six months, we have observed a significant shift in the modern-day workplace and ways of working. While some companies had more progressive views on agile and flexible working, others have looked at the model with an eye of distrust, being forced into a reality where virtual is the only possible mode of operation has ensured an attitude shift. There is now a focus on safety and health as well, which may not have been priorities for organisations previously.

During this time people have also had to manage the increased responsibilities of their personal lives, especially in an environment where many of us are making do without house help and are separated from families. This has called for a greater level of understanding from employers to accommodate their people. This flexibility goes in hand with the amped-up focus on helping people take better care of not only their physical but also mental well-being.

With this said, I recognise fully that this is a tough time for businesses and their ability to retain their people or keep intact the social fabric of their company culture. Our focus should be on innovatively exploring solutions that can help keep jobs until the worst of this time has passed. This will require investing in the well-being of people and setting benchmarks through the display of leadership behaviours that are important at this time. I sincerely believe that going through the learning curve at this challenging time will contribute immensely to our culture and values in the longer run.

**You recently wrote that the normal is eternally evolving from the unthinkable to the usual. What is the New Normal for you?**

The New Normal has us blurring the lines between work and home while developing empathy for each other's experiences. We are physically distant, but emotionally the gaps have been bridged through technology. Time at home has helped us reconnect with not just loved ones, but also old passions. Care, concern, and empathy have evolved significantly in the aftermath of this pandemic. We see a dynamic shift in human behaviours across a vast spectrum, and this is the New Normal. A year or even eight months ago if anyone had said that humanity would go through this unique collective experience, we would have laughed it off or included it in the plot line of an upcoming sci-fi thriller. Yet, here we are in a world that is moving from the unthinkable to the everyday. And I think this is what normal is, and ironically, normal itself is not constant.



**You like to experiment with disruptive business models and have championed inclusion across the Unilever ecosystem in Pakistan. Can you tell us a bit more about your initiatives in these areas?**

As purpose underpins our Company's journey, the values of diversity and inclusion are especially relevant to Unilever's evolution. And disruption is the currency of these times. While throughout my career at Unilever, I have made a conscious effort to bring these ambitions to life, within Customer Development (CD), our work has made waves across the Unilever world and served to put Pakistan on the map as a powerhouse.

In CD, I, along with my team, had the opportunity to embed inclusion in the everyday ethos of the function. This has led to exemplary programmes for our extended field force and value chain. I am pleased to say that we could introduce a first of its kind health and educational uplift programme in CD for our order bookers and distributor representatives who are our frontline soldiers. Through Shaadbad, we have helped DSRs in the thousands, offering them the benefit of health coverage for themselves, their spouses, children, and even parents. We have now also introduced subsidised education tuition fee coverage programmes for our people. We have enabled and encouraged people with disabilities to join our sales operations, helping ensure that they are also afforded work opportunities. We have also embraced the transgender inclusion agenda wholeheartedly, helping find, develop and employ trans talent in both CD and Supply Chain so that this highly excluded group can access job opportunities that are otherwise often denied to them. Every day we are working to ensure that the numbers are dialled up. This has been achieved through sensitisation and maintaining a constant communication loop with those joining in such roles. This agenda has been claimed by CD in both extended and immediate teams.

Similarly, there is a definite whitespace in digital disruption in sales, both from an E-RTM and an E-commerce point of view as well as last-mile distribution approaches. During COVID, this has changed faster based on the consumer demand shift. E-Commerce also experienced the same surge as people shift to online modes of consumption and delivery. With Munchies, we set up both a unique partnership between an FMCG like Unilever and a tech partner such as VentureDive, collaboratively building a startup that is disrupting the impulse e-commerce category

through an instant snacking delivery solution. This service within months has moved from 1,000 downloads to 20,000 and continues to scale.

We are also working on experimenting with blockchain and other digitisation initiatives to transform the company in a way that allows us to stay competitive in the digital world.

**Finally, what advice would you give our Class of 2020 having graduated during a global pandemic into an extremely uncertain world?**

It is important to remember that while the challenge is massive, we have been through bad times with the unique Pakistani spirit of resilience intact and emerged battle-hardened and victorious before, and so shall we, once again.

For the youth, this is truly trial by fire. I urge you to look at this time as an early career test if you have joined or resumed work and are struggling with the way things have started. If you are still looking to find the right job, especially at a time when organisations are not expanding or recruiting extensively, it is important to continue upskilling and investing in your self-development and future proof your skill set.

The silver lining is that those who survive this will have both the professional integrity and personal strength to take on the challenges of the businesses of the future. Your ability to navigate this change will credit your employability. Moreover, I firmly believe that whatever work you do should align with your purpose, and in this extended opportunity for reflection, commit to discovering your own. Introspect, and prepare yourself for work, which is aligned with your purpose and ambition. This is also a time for compassion for others, but also ourselves. Once we have passed through these times, they will be written and remembered as a case study for future generations both for corporate learning and seeking inspiration for the strength and evolution of the human character.



# ENGAGE



# THIS TOO SHALL PASS

**M. Abdur Rahman Malik gives suggestions on how to maintain a healthy work-life balance while working from home.**

The current COVID-19 pandemic has resulted in a fundamental transformation of the way human activity is organised. How people used to work has changed in an unprecedented manner and within a very short span of time. While Working from Home (WFH) was considered an exception previously, it has now become the new norm.

Research suggests that telecommuting or WFH increases work flexibility, helps in attaining uninterrupted time for cognitive tasks, and reduces commute time. WFH was thus considered to reduce stress and enhance job satisfaction and performance, ultimately leading towards a healthy work-life balance. However, the effects of WFH during the COVID-19 situation have been difficult to predict. There are at least three reasons why the traditional WFH pre-COVID-19 was different from WFH during the pandemic.

First, the shift towards WFH is involuntary for most people, hence negatively affecting their self-determination, perception of control, and intrinsic motivation to work. Second, WFH is not just limited to jobs that are somewhat independent and require less interaction, communication, and coordination. WFH has become a new normal for almost all kinds of occupations, and some people have to spend significantly more time and energy to complete tasks that were not designed to be performed remotely. Finally, it is not just one member of the family who is now working from home. COVID-19 has changed the entire social fabric; everyone is working remotely. Children have online schooling, and child-care and elderly-care facilities have been temporarily shut down. All social interactions have almost entirely been curtailed. Therefore, it is only natural to expect that WFH during COVID-19 can bring negative consequences for employees, their families, and for organisations. In an online survey with executive MBA students, the majority of them reported that WFH negatively affected their work-life balance.

### What can employers and employees do to manage a healthy work-life balance during WFH? Here are some suggestions:

#### EMPLOYERS

##### Identify High-risk Employees

One of the most important steps that organisations should take is to identify employees and jobs that are at a greater risk of being negatively affected by WFH. For example, employees who:

- are high on extroversion (prefer social interactions over isolation),
- are low on conscientiousness (find organising and planning things difficult and unnecessary),
- are low on emotional stability (ability to deal with stressful events),
- are low on openness to new experiences,

- prefer segmentation (keeping different life domains at a distance) over integration (combining different life domains), and
- have additional responsibilities related to family, young kids, or elderly care (which generally means female employees).

Similarly, the effects of WFH can be more detrimental for jobs that:

- require a lot of coordination and communication
- have no clear starting and finishing times
- have an incompatibility between work and non-work identities and behaviours
- have a low level of autonomy, and require multiple authorisations
- are monotonous and less impactful.

#### Provide Resources to Cope

Different employees may require different types of support, such as:

- Technical support (skill development) and infrastructural support (IT resources, etc.)
- Leadership support (appropriate leadership style, empathy, informal communication channels, higher autonomy, and feedback, etc.)
- Organisational support (work-time management flexibility, continued benefits, job security, social security benefits, etc.)
- Social support: It is important to understand that employees do not work only for financial benefits. They like to be engaged and feel like they belong. Organisations can plan online forums where employees can interact informally and express themselves.

Putting these support structures in place will help to deal with the negative effects of WFH. However, organisations can take further steps to produce positive outcomes. Non-financial rewards can greatly help in this regard. A call from a senior manager can boost morale. Sending a gift pack to employees can do wonders. Posting stories about employee achievements and accomplishments on the company website can enhance motivation and engagement. The key question that senior managers should be asking is, “What can we do - out of the box - to keep their spirits high?”

Managers should realise that this is an extraordinary situation, and hence requires extraordinary initiatives to keep employees committed and motivated.

## EMPLOYEES

The role of the employee should not be that of a passive receiver. There is a lot that employees can do to deal with the challenges of WFH. Some suggestions for employees are:

### Establish a Routine

Most work-life balance issues arise as a result of blurred boundaries between work and personal life. Thus, it is critically important to impose some form of self-discipline, both in terms of how and when to perform work. Some useful tips could be:

- Make a designated place at home as your home office. It could be a separate room or even a table and a chair in the corner of a living room, preferably a comfortable seat with a wall behind you, so no one is walking in the background if you are on a video-call.
- Invest some time and resources in your home office. A good work station, a high-speed internet connection, and audio-visual equipment is worth every penny.
- Organise yourself. Make a routine. Follow a start and end time, even if your organisation does not require it. Take designated breaks. Make 'To Do' lists or use an activity calendar. Schedule and follow family hours and spend quality time with family.
- Develop norms for your home office. Use signs to show if you are in a meeting, or require silence. Tell family members when and how you can be approached during your working hours. Make a list of dos and don'ts with your family.
- Develop work norms. How long will you take to respond to an e-mail or message? What are outside working hours when you do not want to receive a call? If urgent, how can you be reached? Again, make a list of dos and don'ts with your colleagues.
- Do not work too casually. Try to follow the same work etiquette that you used to do before COVID-19. This significantly affects our attitudes, engagement, and involvement. For me, it makes a lot of difference if I teach a class sitting on a sofa versus standing in my living room, even if students are not watching me.

## Stay Positive

Staying positive and maintaining healthy relationships, both at work and home is the only way forward during these difficult times. Some tips for maintaining positivity are:

- Realise that your colleagues, supervisors, family members, and almost everyone else is also going through similar challenges. They all understand the situation you are in.
- Heavens won't fall if others hear your kids laughing or your doorbell ringing. Do not feel embarrassed if something like this happens. It is normal.
- Whenever possible, help others. Build social capital. Whenever required, ask for help.
- Think about non-traditional sources for help. Your team members could be handier with Excel. Your secretary would be more efficient in managing Zoom meetings. For me, the easiest sources of IT support are my daughters.
- Learn something new. A new language, how to play a new musical instrument, use new software, how to cook - anything that adds value will help.
- Focus on positive outcomes for yourself and because of you. You are learning new skills and developing new competencies that will help you tremendously. Your work might help others to deal with their challenges more effectively.

### WHAT SHOULD YOU DO NEXT?

If any tip, suggestion, or idea in this article has inspired you, do not let it go. Make a list of the changes that you want to implement, and the new things you want to add to your routine. Consider this difficult time as an opportunity to redefine your work-life balance. Remember that this, too, will pass. Once it passes, the only thing that will matter would be how well you managed this time and how much you benefited from it.

**MUHAMMAD  
ABDUR RAHMAN  
MALIK**

Associate Professor, SDSB  
abdur.malik@lums.edu.pk



# GRADUATE SPOTLIGHT

## M. AZEEM ALI SHAH

PHD MANAGEMENT (2018) & SENIOR REGIONAL RESEARCHER AT THE INTERNATIONAL WATER MANAGEMENT INSTITUTE, REFLECTS ON HIS TIME AT SDSB

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

I am currently working as Senior Regional Researcher at the International Water Management Institute, Pakistan (IWMI). IWMI is an international research organisation headquartered in Colombo, Sri Lanka, with offices across the globe. My training at LUMS helped me to excel, moving from a national staff category to international research staff. I have published many research articles in top-ranked research journals and have secured several multimillion dollar projects for IWMI. I am currently the Deputy Chief of Party for a large USAID funded project in Pakistan, and also Country Lead for a regional project funded by the Skill Development Council (SDC). Besides this, IWMI has given me an excellent platform to present my research work and participate in dialogues and discussions at many forums across the globe.

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

My academic journey at SDSB-LUMS was a paradigm shift for me. My undergraduate and graduate degrees were from the University of Engineering & Technology, Lahore.

LUMS provided an extremely competitive environment where one had to work really hard in order to meet the expectations of the faculty. During the coursework, it is quite normal to compromise a significant proportion of your sleeping hours to prepare for the daily PhD seminars. You cannot expect to carry out any other job or part-time activity until you have cleared your comprehensive exams and defended your research proposal. Having said that, LUMS also provides graduate and research assistantship opportunities where you can engage with senior faculty members in research projects and also earn some money.



The most attractive part of the PhD programme at LUMS is the freedom to choose an area of research that truly inspires you. The faculty is very receptive towards innovative ideas, and is willing to work with doctoral candidates on their individual research interests. I consider myself as an example of this; as I wanted to explore institutional and governance challenges in the water sector and SDSB helped me to realise my dream.

### **What did you do before you enrolled in the PhD programme?**

I worked in the corporate sector after I graduated from UET. My first job was with Honda Atlas Cars and my second job was with Nestle Pakistan Limited.

### **What prompted the switch from engineering to academic research?**

It was during my assignment as a Consequence Driven Maintenance (CDM) Coordinator at Nestle, that I had the opportunity to research a solution for frequent burning of a heating element in a yoghurt cup packing machine used to seal container lids. That helped Nestle save a lot of money in terms of machine downtime and production losses. I realised I needed to invest my energies more in research, so opting for a research degree was a natural choice.

### **Why did you choose the area of water governance for your doctorate?**

To be honest, this was more by accident than by design. Towards the end of my coursework in my PhD, I got an opportunity to work with the Judicial Flood Inquiry Tribunal of the Lahore High Court to probe the man-made causes of the devastating 2010 floods in Punjab. I realised that there existed a huge issue of poor governance in this sector and I wanted to help address that. This was the beginning of my journey in the field of water governance, and I have never looked back. I am extremely happy where I am today, and there is still a lot of scope to contribute in this sector.

### **Can you tell us a little bit about your work with the Centre for Water, Informatics and Technology (WIT) at SSE LUMS?**

I got an opportunity to work with Dr. Abu Bakr (Director-WIT) on a project right after the 2010 floods, and wrote an article based on my tribunal related experiences on the topic of automation and infrastructure related failures in managing the 2010 floods. This was my first

formal engagement with SSE and since then, Dr. Abu Bakr and I have remained in touch to explore innovative solutions to the problems in the water sector. When I joined IWMI, we had an excellent provision in a project where I was working to involve academia in designing a low-cost solution to automatically measure water flows in canals. I reached out to SSE and engaged them in a partnership to develop this solution. This, I believe, was the first product which SSE developed for the water sector and it turned out to be a remarkable success story. SSE built on this momentum and later established the Centre for Water, Informatics and Technology. I continue to stay in touch with the WIT team and collaborate in areas of mutual interest.

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

There are quite a few people whom I admire a lot. I admire Dr. Farzad Rafi Khan who was the PhD Management Programme Director when I joined LUMS. His breadth of knowledge, devotion and critical thinking is unmatched. He taught us about the real philosophy of research and research ethics which serve as guiding principles for me in my work. I admire Dr. Kamal Munir for his guidance and motivation which enabled me to contribute in the flood inquiry tribunal work that later on proved to be my foundation for excelling in the water sector. I also look up to Dr. Ghazal M. Zulfiqar who was my supervisor and an extremely motivating mentor in completing my PhD work. Finally, I must also mention Dr. Azfar Nisar, without whom I would not have been able to complete my PhD. His guidance was extremely helpful. From my classmates, I admire Dr. Shakeel Sadiq Jajja (now a faculty member at SDSB LUMS) for his hard work and resilience when it came to tackling difficult situations and solving challenging problems. Shakeel has produced some excellent research during his career and continues to be a role model for all the younger academics.

### **What is the one piece of advice you would offer to students considering a doctorate degree at SDSB-LUMS?**

If you are planning to pursue your doctorate in the field of management sciences in Pakistan, LUMS offers the best facilities in both theoretical and applied research. There is no comparison when it comes to the faculty profile and the research environment along with generous financial support that is offered at LUMS.

# INTRODUCING THE SDSB LUMINITES ASSOCIATION



**Suleman Dawood School of Business is pleased to welcome the new Executive Committee and Board Members of the SDSB Luminites Association.**

**Get to know the newly elected members of the Association!**

# WHY DO YOU SERVE ON THE SDSB LUMINITES ASSOCIATION?



## MUHAMMAD SAAD MUNAWAR KHAN

MBA' 06

PRESIDENT, SDSB LUMINITES ASSOCIATION  
MARKETING & FRANCHISE DIRECTOR - PEPSICO PAKISTAN

As we all know, LUMS is the pinnacle of high quality education in Pakistan. Being a LUMS alumnus, I have always aspired to make a lasting contribution to my alma mater like any other alumni. As the President of the SDSB Luminites Association, I am excited to be working closely with LUMS Management to further strengthen the university—establish alumni network connections, provide a combined alumni body perspective on the opportunities to revisit and upgrade curriculum design and content, generate opportunities for the cross pollination of ideas via creating a bridge between LUMS and the global business and thought leaders, and to create a mechanism for the generation of endowment funds that are critical to enable the University in rewarding and supporting deserving candidates. The aforementioned partnership pillars shall go a long way in creating a strong and collaborative partnership between LUMS and the SDSB Luminites Association.



## AYESHA RAZA FAROOQ

MBA' 95

BOARD MEMBER, SDSB LUMINITES ASSOCIATION  
SENATOR & PARTNER AT RAMDAY LAW

As a board member of the SDSB Luminites Association, I see the opportunity to give back to my alma mater by supporting its mission of imparting quality education and achieving excellence in national and international leadership. I would like to assist in enhancing the student experience at LUMS, and at the same time, in developing stronger linkages with the job market and the corporate world. I would like to serve as an Ambassador for LUMS and help this great institution become a leader in world-class education and research.



## SHAHZAD SALEEM

MBA' 89

BOARD MEMBER, SDSB LUMINITES ASSOCIATION  
CHAIRMAN - NISHAT CHUNIAN LTD.

As part of the second batch of LUMS - MBA programme in 1989, I have fond memories of the small and personal place LUMS was at that time; quite different from what it is today. I decided to serve on the Board of the Association to give back to the institution, and I want to continue contributing to LUMS in any way possible. It is a noble cause and I am proud to say that LUMS graduates are working at top positions in organisations within Pakistan as well as abroad. I have also served on the Board of Trustees for many years, so I felt this was not an opportunity I wanted to pass.

# HOW HAS SDSB EDUCATION IMPACTED YOUR LIFE AND CAREER?



## REHAN ELAHI

MBA' 12

FINANCE SECRETARY, SDSB LUMINITES ASSOCIATION  
COMMERCIAL MANAGER, ETIHAD POWER GENERATION LTD.

My life at SDSB-LUMS was transformative, to say the least. Each day brought new challenges which helped me grow as a person. The range of novel experiences I was exposed to, served to simultaneously broaden and deepen my knowledge of the field. I developed and refined a myriad of skills which gave me the confidence to be more extroverted and excel in my professional life.

I am perhaps most indebted to LUMS for the unshakable bonds forged not only with teachers but with students across batches. Our incredible network of alumni, which is spread over a multitude of industries, is ever ready to guide and mentor its members. It gives me great pride to be part of one of the most prestigious institutions in the world.



## NAVEED ASGHAR

MBA' 93

BOARD MEMBER, SDSB LUMINITES ASSOCIATION  
CHIEF EXECUTIVE OFFICER, GROUPM

As someone who came from humble beginnings, I largely attribute my successes to LUMS—the magnitude of experience and exposure I received via the SDSB MBA programme was enormous. My faculty and peers at LUMS were top-class, and I realised this over the years as I worked, not only in Pakistan but across different markets. It prepared me to take on every challenge head-on, curveball the corporate life (and life in general) and deliver under stress and challenging circumstances. I can't thank LUMS enough for inculcating in me traits like perseverance, resilience and a can-do attitude.

I look forward to this opportunity to re-pay LUMS with my humble contribution as an active member of the SDSB Luminites Association.

# WHAT'S THE BEST ADVICE YOU HAVE RECEIVED?



## SAIMA RANA

MBA' 96

BOARD MEMBER, SDSB LUMINITES ASSOCIATION  
ADJUNCT FACULTY - LUMS AND BEACONHOUSE NATIONAL UNIVERSITY

To keep moving forward, if you mean anything to people around you, they will come along, but holding yourself back is not an option.

As a woman, there were many stages in life where I was halting life for others around me; thinking maybe I do not need to think about my own aspirations and goals. Therefore, I kept postponing them to a better time and better stage of life. And right in the middle of everything, a dearest aunt of mine suggested that the time is now: to take the plunge, to take tiny steps towards unlocking my own dreams and passions—I have not looked back since then, and all the important people in my life have actually come along.





## HASSAAN KHAN SHERWANI

EMBA' 16

GENERAL SECRETARY, SDSB LUMINITES ASSOCIATION  
HEAD OF MARKETING, STRATEGY AND E-COM – SAIGOL GROUP

Advice received from Mr. Syed Babar Ali, “Start with a corporate career, learn on someone else’s money and when you have learned enough, work hard on your own venture. There is no greater happiness than having your own venture, be it big or small! But wait it out.”

# WHAT’S YOUR FAVORITE THING ABOUT SDSB?



## ROOHINA JAMSHED

MBA' 97

BOARD MEMBER, SDSB LUMINITES ASSOCIATION  
SELF-EMPLOYED

I am a great proponent of the case method approach of teaching which is practiced at SDSB, where students reflect on a real-life business challenge and meet in discussion groups before the class. Once in class, under the guidance of the professor, they probe deeper, identify core problems, compare alternative options, and come up with suitable courses of action. More than 80 percent of the talking is done amongst the students who come from diverse backgrounds, industries, functions, and bring all that experience to the conversation. I feel this case-based learning really helps in developing problem-solving skills which equip you with the ability to face whatever challenges life throws at you.



## SAJJAD MUSTAFA SYED

EMBA' 05

BOARD MEMBER, SDSB LUMINITES ASSOCIATION  
CHIEF EXECUTIVE OFFICER, EXCELLENCE DELIVERED (ExD) PVT. LTD.

SDSB provided a unique environment where I made lifelong friendships and was intellectually challenged almost every day. What I liked the most about the school was the diversity and openness. The university had people from all academic, social, and economic tiers of the country. This microcosm of Pakistan gave me hope that no matter where we come from, we can all work together and achieve great things.



## SUNEEL SARFRAZ MUNJ

MBA' 05

VICE PRESIDENT, SDSB LUMINITES ASSOCIATION  
CHAIRMAN, PAKWHEELS

My favorite thing about SDSB is the mentorship, networking and bond that we all share. I am often asked about my biggest takeaway from SDSB-LUMS and the MBA Programme, no matter where I am in Pakistan, LUMS alumni is always there and always very welcoming. You can always find industry leaders from among your LUMS peers, all of whom excel in their work, and are technically sound, acting as sources of inspiration, advice, and mentorship. All of the batches since 1988 display this camaraderie which has become synonymous with the LUMS experience.

# STAFF PERSPECTIVE

## INTERVIEW WITH GHULAM HASSAN GENERAL ADMINISTRATION, SDSB-LUMS



### Tell us a bit about your background and family?

I was born and raised in District Mansehra, Khyber Pakhtunkhwa. My family owned a small plot of agricultural land, and both my parents were involved in farming. I am the firstborn, and I have two younger sisters. My childhood and teenage years were spent surrounded by some of the most beautiful areas of Pakistan: from lush green mountains to fertile valleys and deep rivers, we have it all. Even today, our region is frequented by tourists. Family circumstances led me to leave my education in the ninth grade, and soon after that, I moved to Lahore to find work. I am now happily married with four children, the oldest being fourteen, and the youngest is six.

### When did you join LUMS? What was the School like when you started?

I joined LUMS in 1990. I was hired as an Office Boy at the old campus located in Gulberg. It was just one building, and we had very few students. At that time, only business courses were offered. Class sizes were small, and everyone knew each other. It seemed like one big family. I have some great memories of working with the founding faculty; I remember we used to sit together and eat together at the same tables. It was a different time, and I am proud to be part of the original LUMS fabric.

### Can you describe a typical day at work?

I usually wake up early, around Fajar time. My duty starts at 7:30 a.m. sharp, so I leave home at around 6:30 a.m. I enjoy my walk to campus; the fresh morning air and serene environment help me make the most of the day ahead. Once I reach the campus, I set about with my routine duties to prepare for the first class. I ensure that the classroom is clean and up to standard and that all the lights and electrical equipment are in working order.

I then load up the day's lecture on the classroom computer and give it a test run to ensure everything is working properly.

If the instructor wants to connect their laptop with the multimedia, I assist with that. For the MBA classes, I put up the nameplate holders according to the seating plan. In between classes, I deliver reading material and other documentation to students' mailboxes. I also assist in events and perform other duties as required.

### In your view, how has LUMS evolved over the years?

When we shifted to the new location in 1993, I remember thinking that it was way too big. Time would prove me wrong, but in those days, we just had a handful of buildings and a smaller number of students compared to today. I have had the pleasure and privilege of working in all of the academic buildings on campus; the Academic Block, Gad and Birgit Rausing Library, Mushtaq Ahmad Gurmani School of Humanities and Social Sciences, Syed Babar Ali School of Science and Engineering, Shaikh Ahmad Hassan School of Law and of course my current home, Suleman Dawood School of Business. I think the manner in which LUMS has evolved has made the best standard of education accessible to more students in Pakistan and I am pleased that we now offer more programmes and more areas of study.

### If you could describe the most challenging part of your job, what would it be?

I think I have sufficient experience to tackle most of the challenges that arise during my work. There really are no more surprises left. I just try to keep myself calm and collected under pressure to deliver whatever solutions I can in the smallest amount of time.

**You interact with the students regularly, tell us a little bit about that experience.**

I admire how well-mannered the students are; everyone calls me Sir and treats me with the utmost respect. This makes my job much easier and puts a smile on my face. Over the years, I have watched many batches evolve from first-year students into seasoned, mature decision-makers, and I think that journey is what I enjoy being part of the most. It is a special moment when graduates come to visit. Many of them recognise me and greet me very warmly. We reminisce over small moments in their academic careers. Seeing their success makes me feel like I have contributed to their journey.

**Can you share a surprising fact about yourself?**

I am a seasoned car mechanic! In Mansehra, I trained as a mechanic's apprentice and worked on all kinds of vehicles.

**Any favourite LUMS memories?**

I am fond of cricket, and I love it whenever a cricketer visits the campus. I have had the opportunity to meet some of our national legends, Inzamam-ul-Haq, Mohammad Hafeez, Mohammad Younas, and Wasim Akram. I really enjoyed Islamabad United's visit to the LUMS campus last year.

**GHULAM HASSAN (RIGHT) WITH FORMER PAKISTAN CRICKET TEAM CAPTAIN, MOHAMMAD HAFEEZ**





# WHO AM I? THE IDENTITY TRANSITION TO MOTHERHOOD

This article is based on the paper *A multilevel perspective of the identity transition to motherhood*, published in *Gender, Work and Organization* (2019).

The number of women in the global workforce has been steadily increasing. The birth of a child as well as re-entry to work are crucial moments for working women, which determine their new sense of self as well as how their careers unfold. New working mothers who return to their organisation following maternity leave question who they are, who they should be, and how good they can be as a professional and as a mother.

In their recent paper, Syed, Ali, and co-authors Hennekam (Audencia Business School) and Dumazert (La Rochelle School of Business) examine the identity transition of women when they become mothers and return to work. The authors examine how individuals make sense of their professional and maternal identities in

relation to the wider social and cultural norms of employment and motherhood. The authors argue that since a working mother bridges both micro-individual and meso-organisational levels, an integrated understanding of both levels is necessary, along with the macro-societal influences on this interplay.

The authors interviewed twenty-two first time mothers at two points in time: just after giving birth and on re-entry into employment after maternity leave. The study was conducted in the Netherlands, which has a high labour force participation rate of women (74.2 percent).

At the macro-level, social norms, including what choices or behaviours are considered acceptable or unacceptable in society and therefore play a key role in defining and influencing gender roles and relations were examined. At the meso-level, family-friendly work practices, such as employer-sponsored programmes and policies designed to help employees manage work and personal life demands were discussed. Finally, at the micro-level, the role of partner support and career aspirations in terms of juggling home, family and community responsibilities were reviewed. The findings suggest that the interplay of factors on the macro-, meso- and micro-levels influenced women's identity transition to motherhood.

### Practical Implications

The authors' findings show that the identity transition to motherhood is a complex process and influenced by factors on multiple levels. The following recommendations blur the boundaries between micro-, meso- and macro-levels, stressing the need to tackle issues on all levels simultaneously. Firstly, and related to the persisting assumption that women will be less career-oriented once they become mothers, maternity coaching could be helpful in maintaining workplace status after a mother's return to work. Secondly, organisations could more effectively communicate the available options for working parents, such as the possibility to work some days at home or flexible working hours. It is important that family-friendly programmes do not disadvantage workers through limited career development opportunities or negatively affect their relationships with co-workers. Furthermore, workplace norms, such as corporeal presenteeism and a culture of long working hours should be tackled. In

addition, it has been argued that family-friendly policies should be offered to both men and women, challenging the assumption that childbirth involves only women. As an increasing number of fathers wish to be involved in the upbringing of their child(ren), they could also benefit from such policies, thereby changing the attitudes of employers and challenging the assumption that women are more family-oriented than men.

**Regarding the prevailing social norm of part-time work, organisations should better outline the different options available to women, stressing that it is their personal choice to work part-time, full-time or withdraw completely from the labour market. They should be careful in crafting an ambiance in which all working women feel valued, regardless of their employment status.**

Finally, the authors reiterate previous research by arguing that pressures to integrate maternal bodies with the norms of male embodiment at work should be removed. Rather, new mothers should receive help to be able to deal with breastfeeding and other aspects of early motherhood without facing hostility for disturbing workplace routines.

The study takes a holistic approach by identifying factors on three different levels that affect the way women experience their transition to motherhood. Moreover, the findings stress the interplay between those factors.

#### Reference:

Hennekam, S., Syed, J., Ali, F., & Dumazert, J. (2019). A multilevel perspective of the identity transition to motherhood. *Gender, Work & Organization*, 26(7), 915-933. doi:10.1111/gwao.12334



**JAWAD SYED**

Professor, SDSB  
jawad.syed@lums.edu.pk



**FAIZA ALI**

Associate Professor, SDSB  
faiza.ali@lums.pk

# STUDENT EXPERIENCE

## MUHAMMAD ZAIN SHAHID

Executive MBA, Class of 2020, reflects on his unique and diverse experiences at SDSB-LUMS.



The SDSB-LUMS EMBA inculcates in its essence, what a true corporate professional or entrepreneur embodies in the real world, i.e., to stay ahead of the curve, think out of the box, manage time efficiently, focus on finding solutions, and never settling until objectives are met. It is about the survival of the fittest.

If there is one thing that I have learnt over the course of my professional career, and life in general, it is to never stop learning, because when we stop learning, we stop growing.

I remember when planning to do an MBA the choice of university was the paramount decision. Besides, considering the significant gap between my undergraduate & planned MBA, I wanted to get the top qualification from the best business school, period. My motivation was driven by the words of a mentor, who had advised me early in my career to always go for gold and not silver.

When it came to finding a business school with world-class facilities and recognition in the corporate sector, LUMS was the automatic choice. I connected with a few seniors and alumni to get to know about the programme and their experiences; and all I received was praise in every way. I would like to point out that despite visiting the LUMS campus and taking part in competitions during my undergrad days, I had always wondered what makes LUMS so special. I guess you can only realise the weight behind something when you get to experience it first-hand.

From day one, the SDSB-LUMS Executive MBA met my expectations to the dot! The reason it stands out in the industry is the rigorous practical curriculum which is designed to create go-getters, doers, and achievers who give their all to get the job done. On top of that, the interactions with peers and faculty help widen perspectives that have been solidified through years of industry experience. I felt that SDSB's EMBA programme teaches you the ins and outs of practicality, as you have to juggle between work, study and family more so than the regular MBA programme. Despite the fact that the classes are conducted on alternate weekends; there is absolutely no respite in terms of the workload, required readings, projects and other related tasks necessitating dedication and hard work to get through the programme.

The SDSB-LUMS EMBA inculcates in its essence what a true corporate professional or entrepreneur embodies in the real world, i.e., to stay ahead of the curve, think out of the box, manage time efficiently, focus on finding solutions, and never settling until objectives are met. It is about the survival of the fittest. The Summer Orientation Programme (SOP) drills exactly that from the beginning until the very last day at LUMS.

On campus, I always looked forward to the Discussion Room sessions with my classmates, as a lot of learning and discussion took place before our classes. The actual classroom experience had always been next-level because you were not just interacting with world-class faculty, but also getting to contribute your experiences and gain insights from the learnings of classmates.

The courses in Marketing, Finance and Management really honed my overall management and decision-making skills, allowing me to see business and organisational challenges from a macro-perspective to tackle key issues and solve pressing problems. The industry tour module is another USP of the programme, where one gets to interact with industry leaders, learn first-hand the challenges they face, how they define success and how to strategise for the future. I opted for the local industry module which includes a visit to Karachi; however, the tour to Silicon Valley is not to be missed.

One course that I thoroughly enjoyed was Venture Creation. It really helped expand my canvas on entrepreneurship and learn how, as an entrepreneur, business ideas can be pitched and what exactly venture capitalists and investors look for. Last, but not least, the Final Year Capstone Project also stood out with its strong practical component. Coming up with workable solutions to address organisational problems and consumer issues in real-time through digital models over the course of eight months, I served as a management consultant alongside a senior LUMS faculty member as a dedicated supervisor, exploring the challenges and realities of business management in our country.

Towards the end of our programme, the Coronavirus pandemic unfolded a new experience: e-learning. I have to admit, I am a believer in the traditional classroom style of learning and believe that it is not replaceable. However, they say change is the only constant, so I was ready to embrace the shift to online learning. The expertise with which our online modules were delivered really helped compensate for the lack of physical presence. We were able to replicate the Discussion Room experience and participate freely in discussions during the classes. While it was quite taxing to stare at a screen for long hours, and at times internet connectivity or load shedding caused a few hiccups, it all worked out in the end. I consider myself having an edge over my classmates, as I was already using the same software for my office work and was comfortable operating it.

I could not have asked for a better journey than the one I got to experience at LUMS. I joined the EMBA programme with high hopes because of its strong industry linkages, diversely experienced class, a robust alumni network facilitating networking opportunities, and the world-class campus. I feel that the SDSB-LUMS EMBA provides a great boost for professionals in advancing their careers for leadership positions. In addition, the alternate weekend schedule of classes helps in managing the work-study-family life balance; most importantly you do not have to put your career on hold to earn the degree.

# IN THE PUBLIC EYE

## SADAF REHMAN

EMBA 2016

NON-PROFIT CONSULTANT

**You graduated from SDSB with an EMBA degree in 2016. What are you doing now?**

I am in the process of launching a startup called Code School. We aim to provide critical twenty-first century skills through coding classes to children from 6-12 years. I am also serving as a partnerships advisor to several organisations such as the Pakistan Children's Heart Foundation, LUMS Office of Development, and kamayi.pk, a youth employment startup.

**How have non-profits in Pakistan been affected by the COVID-19 pandemic?**

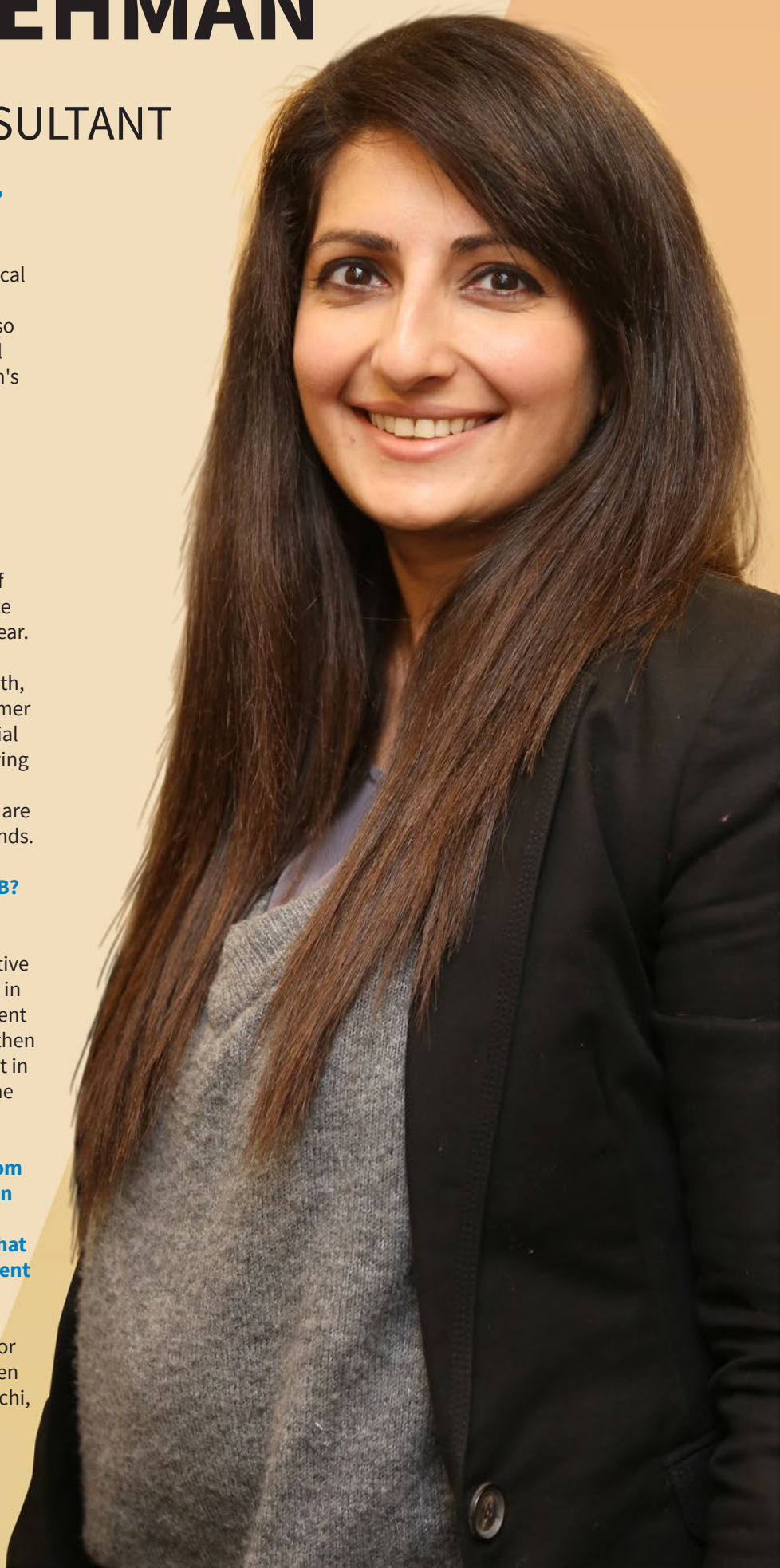
There has been a drastic re-prioritisation of funding towards COVID-19, and it seems like this trend will continue for the rest of the year. Institutional giving has also shrunk as organisations struggle with restricted growth, disrupted supply chains, changes in consumer demand patterns, and all the effects of social distancing and lockdowns. Non-profits relying on donor funding had initially pivoted to support COVID-19 related relief efforts, but are now trying to stay relevant when raising funds.

**What did you do before you came to SDSB?**

I worked for around a decade in business development before I applied to the Executive MBA programme. I spent the first five years in the corporate sector in business development for fertilizer and pharmaceutical sectors. I then eventually shifted to business development in the non-profit sector, where I have spent the bulk of the last seventeen years.

**You did your BSc in Computer Science from LUMS in 2003 and then went on to work in the development sector. In 2014, you decided to join the EMBA programme. What prompted that shift towards a management degree?**

I had been trying to get a master's degree for around five to six years already and had even gotten into several leading colleges in Karachi,





but the programmes were never appropriate for my work and home-life requirements. The EMBA programme structure - with every alternate weekend in class - is fantastic! It accommodates for work and travel, yet also does not impact crucial day to day personal commitments at home.

**What did you most enjoy about the EMBA course?**

Studying after a break of a decade was difficult. In undergraduate, studying was the only thing I had to do, and I remember struggling a lot because of poor prioritisation and lack of discipline. Coming back with a full-time job, being the primary caregiver for my son, and running a household, studying was what I did for fun in my free time. Academics are straightforward and structured; you get granular instructions about reading certain texts, and then you are questioned on that text. In real life, you do not get an instruction manual, so studying was the easiest thing I had to do. That shift in perspective after the gap was quite profound.

**Who was your favourite instructor, and why?**

I cannot identify one professor exactly, but I like how LUMS has some of the best faculty in Pakistan. It was good to see that the quality had not diminished since 1999 when I had first entered LUMS.

**What has been the biggest challenge since leaving the SDSB?**

Someone else had pointed this out to me, but it seems like LUMS seeds this yearning to do better. It broadens your aspirations. Suddenly the path I was on before was not enough, and I wanted more.

**What are your future career goals?**

My career is definitely going to continue in the education space in Pakistan. Our huge, young, fast-growing population can be our biggest asset if educated, trained, and employed. However, the current systems are not geared towards human capital development at all, and I have spent a lot of nights thinking about how we can bring our young people at par with the education and skill levels in other countries. I hope to help this cause through my life's work.

**What career advice would you give to management students wanting to work in the development sector?**

From the development sector perspective, I would have to say that we all must keep beneficiaries on the ground—front and centre of all decision making. That is the one barometer that cannot lead you astray. We tend to get lost in donor or funding priorities, or either too little or too much monitoring.

**Any good books you have read lately?**

So many! In nonfiction, I keep going back to Goleman's iconic Emotional Intelligence, and the more recent, Emotional Intelligence and Social Intelligence: The New Science of Human Relationships. Lately, I have also been reading several books around taking charge of routines we build for success, such as The 5 AM Club by Robin Sharma and The Miracle Morning by Hal Elrod. In fiction, I have Tom Clancy and Maha Khan Phillips on my bedside table right now.

**What is your favourite memory of SDSB-LUMS?**

Around the time of graduation, we tried taking an Instagram inspired group photograph with all of us jumping in the air at the same time. I don't think more than two of us made it off the ground entirely. That photograph makes me laugh every time I see it.



# WHAT WOULD YOU DO?



## A SIX OR OUT: BOUNDARY OF UNCERTAINTY

This article is based on the case, [HBL: Sponsoring Pakistan Super League](#), authored by Moeen Naseer Butt & Ehsan ul Haque, available on the [Harvard Business Publishing Online Catalogue](#).

## Background

Habib Bank Limited (HBL), Pakistan's first commercial bank, was originally established in 1947 and played a major role in providing banking services to the public at large. By 2017, the bank was the largest in Pakistan, serving over 11 million customers, with an asset base of PKR 2.7 trillion and a deposit base of PKR 2 trillion.

Pakistan Super League (PSL) was the T-20 cricket league launched by Pakistan Cricket Board (PCB) both to benefit from the popularity of such leagues and to revitalise the sport in the country. After two failed launch attempts, PSL finally took off in 2015.

In late 2015, Chief Marketing Officer at HBL, Naveed Asghar and his team made a highly ambitious decision to bid for PSL title sponsorship. This was met with much scepticism from senior managers, but the bank's leadership agreed to bid and settled a three-year sponsorship deal with PCB at USD 5 million. HBL PSL was a resounding success in the country's sporting history. TV and media ratings went far above expectations, and the total media value gained by HBL PSL over the first three seasons was nearly USD 198 million.

## The Challenge

In 2018, the three-year title sponsorship contract for the next PSL edition from 2019-2022 was up for grabs. PCB was expected to offer a fair market price valuation to HBL based on research by an independent sports research agency. HBL had the first right of refusal to renew the sponsorship.

Competition for title sponsorship was expected to be ruthless, with well-known multinational brands gearing up for the bid. If Naveed decided to opt for the extension of the title sponsorship deal for the next three years, he needed to come up with a valuation figure that would appease both the PCB and HBL leadership. The decision for Naveed was complicated as there was new leadership at both HBL and PCB, and the economic forecasts for 2018 were dire. Sponsorship would mean a reduction in product-related marketing expenditures at HBL.

## The Way Forward

Naveed had to decide whether the sponsorship should be renewed and if yes, then what would be the valuation figure that would make sense to his management as well as to PCB. He could approach valuation using the following methods:

- Benchmark on the recently concluded Indian Premier League (IPL) deal secured by Vivo in India and adjust that for Pakistan based on differences in population and GDP,
- Use the estimated media value generated by the previous three editions of PSL and make an intelligent forecast, or
- Try and guess what the competitors would pitch for, in case HBL and PCB failed to reach an agreement, and open bids were called.

Whatever reference point Naveed selected, the bid amount had to be much higher than the previous one. Naveed did not want to refuse sponsorship and reach the open bidding stage, but he was concerned about the internal selling of the PSL title sponsorship amount.

**Would Naveed be able to convince the product marketing teams at HBL to continue the PSL sponsorship? Would the new HBL leadership approve the proposed bid amount? What would you advise?**

Reference:

Butt, Moeen Naseer., and Ehsan ul Haque. "HBL: Sponsoring Pakistan Super League." Suleman Dawood School of Business case no. LCA045 (Suleman Dawood School of Business, August 2019). Harvard Business Publishing. <https://hbsp.harvard.edu/>, accessed July 2020.



**EHSAN UL HAQUE**

Professor, Marketing, SDSB  
ehsan@lums.edu.pk

# FACULTY IN FOCUS

## SDSB'S ACADEMIC DUO

### SALMA ZAMAN & USSAMA YAQUB

TALK ABOUT MOVING FROM CORPORATE TO ACADEMIA, COVID-19, STAR TREK, AND A WORK-LIFE BALANCE.



**Q. Please tell us a little bit about yourself?**

**Salma:** I have a PhD in International Business from Rutgers University and am a proud LUMS alumna. I love reading, taking long road trips, and spending time with my two kids.

**Ussama:** I spent my childhood in Africa, love reading history, and am a fan of old cinema—the golden age of Hollywood.

**Q. You worked in the industry after your MBA. What made you want to move towards teaching?**

**Salma:** I always knew I wanted a career that involved interacting with other people. I tried working in sales and human resources; although this work experience helped me grow, I was not quite satisfied and felt I could apply my skills better elsewhere. My father and aunt, both academics, always encouraged me to give academia a chance. After my unfulfilling corporate experiences, I finally gave in and decided to give it a try.

**Ussama:** Doing something new, to be honest. After three years at a multinational corporation, the allure of becoming a student again and living in the New York metro area seemed too exciting to pass. However, I discovered my passion for research during the PhD programme. I am glad I switched to academia.

**Q. Both of you graduated together from SDSB in 2010 and went to Rutgers for your PhD. Did you plan to do your PhDs together?**

**Salma:** I decided I wanted to do a PhD a year after my MBA, but thought of it as a far-off impossible dream. After my son was born and I was taking a break from work, I took my GRE. That same year, Ussama got the Fulbright scholarship to pursue a PhD. This seems like a coordinated plan, but it was very random. Later, when we moved to the United States for Ussama's PhD, I started applying to PhD programmes in schools near us. I was lucky to get into the PhD programme at Rutgers a year after we moved there.

**Ussama:** It happened as life does, I guess. We did not have a fixed plan. Initially, we went for my PhD and Salma started later. We were batchmates in MBA and took a few PhD courses together as well.

**Q. What courses are you teaching?**

**Salma:** I've taught Strategic Business Management and Data Science for Decision-Making. I'm also teaching an exciting undergraduate course in International Business soon.

**Ussama:** I teach courses in the area of Decision Sciences, Business Data Management and Data Driven Marketing to undergraduates, and Business Intelligence to MBA students.

**Q. What are your research interests?**

**Salma:** My research interests lie at the intersection of international business, economic geography, and innovation studies. Specifically, I study the evolving structure of technological knowledge connections. I examine how knowledge sourcing patterns are changing in major cities around the world. I also explore how patterns of international knowledge sourcing by multinational enterprises change over time.

**Ussama:** Social media analytics involving text and data mining, sentiment analysis, and application of machine learning on large datasets. Internet and social media will change the world; however, I believe we do not yet understand the full force of their impact on our society.

**Q. How do you think the COVID-19 pandemic will alter the future of teaching and learning? Do you feel that it has changed you as teachers?**

**Salma:** I think the pandemic removed doubts a lot of us had about the effectiveness of online teaching. We are all more open to the idea of teaching online, and I think we will see more blended teaching approaches, in which both online and in-person teaching complements each other. I hope, in the future, we also use online teaching platforms to reach far-flung areas with no access to schools.

I believe the pandemic has had a big impact on my teaching style. During these difficult times, it is essential to form a connection with the students to ensure that they are coping well. I made an extra effort to reach out to my students. I hope to continue doing this even after things normalise.

**Ussama:** Teaching has become more web-based with videos and asynchronous lectures. Attention spans have gotten shorter, and less is more. It has definitely changed me as a teacher, online is more focused and convenient. It is the future of education, whether we like it or not!

**Q. I read somewhere that the scientific term the ‘two-body problem’ describing the gravitational field created by two celestial bodies is also used to describe the situation encountered by dual-career couples in academia when they are looking for jobs. What was your experience?**

**Salma:** This is a common problem that many academic couples face. I think I have been very fortunate, though. I was fortunate enough to get admission in the same university as my husband. Even after graduating, we were both lucky to get jobs at LUMS.

**Ussama:** I haven’t had any issues there, largely because Salma has been the one sacrificing. She left her job and moved to Islamabad after our marriage and then quit her job in Islamabad and moved to the US for my PhD. She started a year after me and finished her PhD in four years so we could come back to Pakistan together.

**Q. You have beautiful children. How do the both of you manage a good work-life balance?**

**Salma:** We have an 8-year-old son and a 3-year-old daughter. I’m not sure we have cracked the code in maintaining a good work-life balance. There are both good and bad days. What has worked for us so far is setting a schedule where we each get three full days of the week to work while the other person takes the responsibility of the house and children. I also try not to work at home unless the kids are asleep. Of course, these days, with daycare and schools being closed, this isn’t possible anymore.

**Ussama:** We are still trying to figure it out. I just take it one day at a time.

**Q. What do you like to do in your free time?**

**Salma:** If I’m honest, with so much going on, I do not get a lot of free time. Sometimes I just sit with the kids and watch whatever TV show they are watching. Sometimes I like to cook a special meal and enjoy it with the family. I have a lot of unfinished books stacking up that I hope to finish someday.

**Ussama:** Read a book, watch old movies and dramas, and spend time with my family.

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

**Salma:** I wish I could answer this with something intellectual, but lately, I’ve been watching Brooklyn 99.

**Ussama:** Star Trek Picard, won’t recommend it though. I am a Trekker, and I have seen all movies and series of the franchise. I would recommend Deep Space Nine!

# WHAT WOULD YOU DO?



## AGRICULTURE FINANCING STRATEGY

This article is based on the case, *Faysal Bank Limited: Agriculture Financing Strategy*, authored by Syed Zahoor Hassan and Arafat Safdar, available on the Harvard Business Publishing Online Catalogue.

## Background

Agriculture is one of the most important sectors of Pakistan's economy, engaging nearly 43.7% of the labour force of the country and contributing an aggregate 21% share in the GDP in 2014. Faysal Bank Limited (FBL) launched its agricultural financing facility in 2004-05 under the direction of the State Bank of Pakistan (SBP) to fulfil its commitment to initiate agri loans. In June 2004, Ali Raza joined Faysal Bank as the head of the agriculture finance division, and played a major role in developing the department, and shaping its strategy. Over ten years, FBL launched many innovative services and was recognised as a model agricultural bank by SBP, receiving support for the introduction of several new initiatives.

By the end of 2014, the agricultural division of Faysal Bank was running 47 branches in Punjab, 7 in Sindh, and 3 in Khyber Pakhtunkhwa. The department had reached a total loan portfolio of PKR 9.3 billion with non-performing loans (NPLs) of 14.4% as compared to a portfolio of PKR 4.6 billion with NPLs of 18.9% in 2010.

In 2014, Faysal Bank won a grant under a financial inclusion challenge fund to run a pilot project to test ideas for transforming agri financing in Pakistan through the use of intermediaries called service providers (SPs). These SPs would not only ensure the provision of appropriate farming technology and the requisite quality inputs, but also help small farmers obtain a better price for their crops. Faysal Bank had signed agreements with four SPs, and the first pilot project resulted in a 15-20% increase in the production of the maize crop.

## The Challenge

Ali Raza had utilised many legal measures to control non-performing loans. However, the overall attitude of the courts regarding banking laws had changed, and the increasing inefficiency of the law was likely to have dire ramifications for the banking sector. Agriculture financing was not considered a part of mainstream banking in Pakistan. It did not receive the support of decision-making authority as it was still considered to be high risk.

Additionally, Faysal Bank was being transformed completely into an Islamic bank. This major adjustment in the overall structure also posed more challenges.

## The Way Forward

Ali Raza had to decide how to leverage the learnings of the initial pilot project to develop a long-term sustainable model for agri financing that could be scaled up in such a way that it not only provided good profits for FBL, but also had a positive impact on the lives of the farmers who were the backbone of Pakistan's economy and formed a bulk of the population.

## What suggestions would you give Ali Raza regarding the challenges and opportunities faced by FBL's agri finance division?

Reference:

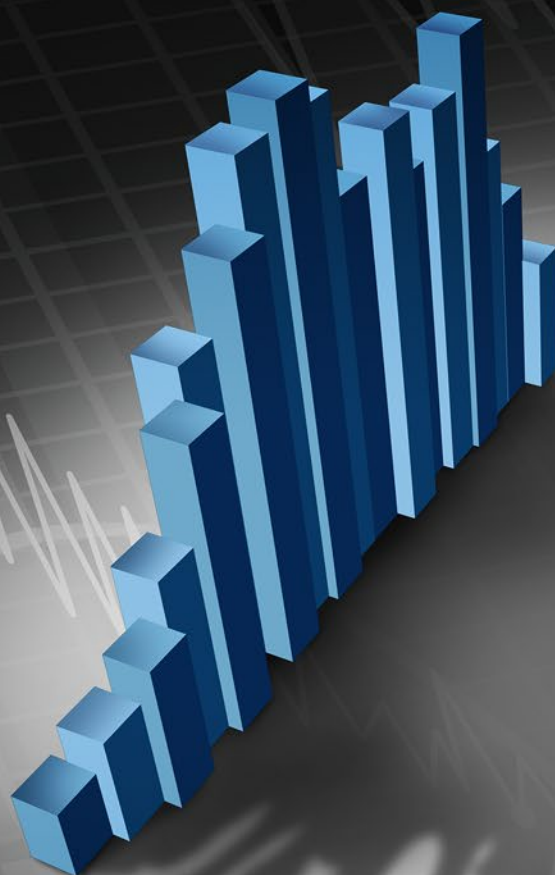
Hassan, Syed Zahoor, and Arafat Safdar. "Faysal Bank Limited - Agriculture Financing Strategy." Suleman Dawood School of Business case no. LCA037 (Suleman Dawood School of Business, December 2017). Harvard Business Publishing. <https://hbsp.harvard.edu/>, accessed July 2020.



**SYED ZAHOOR HASSAN**

Professor, SDSB  
zahoor@lums.edu.pk

# FACULTY INSIGHT



## COVID-19 AND FINANCIAL MARKETS

This article summarises the findings of four recently published papers (2020) on COVID-19 by SDSB Accounting & Finance faculty, Ahmed S. Baig, Omair Haroon and Syed Aun Raza Rizvi.



**Deaths, panic, lockdowns and US equity markets: The case of COVID-19 pandemic**  
 published in *Finance Research Letters*

Baig, Haroon, Rizvi and co-author Butt (University of Missouri), assessed the impact of the COVID-19 pandemic on the microstructure of US equity markets by analysing stock-level liquidity and volatility. The authors explained the liquidity and volatility dynamics via indexes that capture multiple dimensions of the pandemic, namely (1) human costs, i.e. cases and deaths associated with the virus, (2) general sentiment and the panic associated with the pandemic, and (3) restrictive measures implemented by governments in the form of social distancing and lockdowns.

The authors discovered that increases in confirmed cases and deaths due to coronavirus are associated with a significant increase in market illiquidity and volatility. Similarly, declining sentiment and the implementations of restrictions and lockdowns contribute to the deterioration of liquidity and stability of markets. The results of the study support the notion that COVID-19 related human costs, panic, and subsequent regulatory responses had an adverse impact on the liquidity and volatility of US equity markets. These findings are generally in-line with prior literature connecting pandemics and fear-inducing news with equity market dynamics and research which suggests that regulatory restrictions can induce frictions in the financial markets.

This study adds to our understanding of financial markets' response to pandemics and news originated sentiment. It also highlights the impact of restrictive government policies on the stability and efficiency of financial markets.

In conclusion, the reported number of confirmed coronavirus cases and deaths, general negative sentiment generated by the news, reduced mobility and restrictive government regulations have an adverse impact on the liquidity and volatility of the stock market at the individual stock level.

**COVID-19: Media coverage and financial markets behaviour - A sectoral inquiry**  
 published in *the Journal of Behavioural and Experimental Finance*

The impact of COVID-19 on business has been unprecedented. The ongoing outbreak has received an outpouring of media coverage. In their paper, Haroon and Rizvi analyse the relationship between sentiment generated by coronavirus-related news and volatility of different industrial sectors in equity markets.

Media reporting of high impact events such as infectious disease outbreaks leads to public panic. This news can also alarm and influence investors' sentiments. Following the COVID-19 outbreak, US and global markets have seen a decline of nearly 30% within the first quarter of 2020. In times of unprecedented access to news and information, individuals (including investors) find it difficult to accurately assess the economic significance and impact of such information. This paper analyses investors' behaviour as a response to such overwhelming information. This paper, therefore, adds to the evolving literature on market response to pandemics and contributes to the literature on impact of media coverage originated sentiment to panic in financial markets.

The researchers analysed benchmark indices for world and US markets from January 1, 2020 to April 30, 2020. The results demonstrate that panic-laden news was associated with heightened volatility in financial markets around the world, and this association was stronger for industries and sectors hardest hit by the events that unfolded during the pandemic. Specifically, the association was strongest for transportation, automobiles & components, energy, and travel & leisure industries. These industries were identified in the popular press as being severely dented by the pandemic and related shut-downs. However, sentiment and quantum of media coverage had little to moderate association with volatility of share prices. The results suggest that 'panic' laden news coverage influenced behaviour of market participants more than the quantity or general sentiment of COVID-19 related news.

**Coronavirus (COVID-19) - An epidemic or pandemic for financial markets**  
 published in *the Journal of Behavioural and Experimental Finance*

The novel Coronavirus (COVID-19) quickly evolved from a regional health scare to a global meltdown. The scale and trajectory of the spread led the World Health Organization (WHO) to declare COVID-19 as a global emergency, and then just 30 days later, a full-scale pandemic. In addition to bringing the world to a standstill, COVID-19 affected financial markets in unseen ways. Major stock markets witnessed a decline in double figures, losing a quarter of wealth in nearly a month. SDSB faculty Rizvi and co-authors Ali (Taylor's University), and Alam (Asia-Pacific University of Technology & Innovation) investigate the reaction of financial markets globally as the epicentre of the coronavirus moved from China to Europe, and then to the US.

Their findings suggest that Chinese markets displayed relative calm with lower volatility during both epidemic and pandemic periods. On the other hand, the average volatility of stock markets in the US, UK, Germany and South Korea increased as the Coronavirus moved from epidemic to pandemic stage. Secondly, the EU regional index reflected the highest volatility during the US spread phase, even though Europe had recorded a higher number of casualties. Even safer commodities, like gold which showed least volatility among securities, had negative returns as COVID-19 spread to the US. In conclusion, global markets went into freefall especially in the later phase of the spread, with even relatively safer commodities suffering as the pandemic moved into the US.

**Flatten the curve and stock market liquidity – An inquiry into emerging economies published in *Emerging Markets Finance and Trade***

The coronavirus pandemic (COVID-19) is potentially the largest macroeconomic shock to both developed as well as developing and emerging economies over the past 100 years. “Flattening the curve” (of epidemic spread) has become a common term in news and social media. Widespread use of the term “flattening the curve” has generally become linked with the decreasing spread of the COVID-19 pandemic in a country. This term is also being used as a measure of success for policymakers and public health officials in fighting the pandemic.

In order to examine whether such efforts ease to volatile financial markets in emerging economies, SDSB researchers Haroon and Rizvi investigate economic impact in terms of liquidity in emerging equity markets. The paper also studies association of liquidity with real human costs of and the government response to the pandemic. The authors used a sample of 23 emerging markets across three regions from January 1, 2020 till April 30, 2020. Morgan Stanley Capital International (MSCI) classification for emerging markets was utilised to identify emerging markets.

The authors posit that the declining number of coronavirus related cases and deaths is generally associated with improving liquidity in equity markets of emerging economies. The study demonstrates that flattening the curve helped ease uncertainty concerns among investors. The results are similar for geographically clustered emerging markets, except Asian emerging markets where no significant association was discovered between flattening the curve or stringency of government’s curbs on movement and liquidity in financial markets.

This study reveals that uncertainty, and therefore illiquidity in financial markets is eased through curbing spread of the virus, reducing real human costs (rate of spread of infections/deaths) and the effective response from various governments (enforcing social distancing, closing educational institutions, businesses, transportation, etc.). Thus, “flattening the curve” has significant implications not only for health systems, but also for financial markets.

References:

Baig, A. S., Butt, H. A., Haroon, O., & Rizvi, S. A. (2020). Deaths, panic, lockdowns and US equity markets: The case of COVID-19 pandemic. *Finance Research Letters*, 101701. doi:10.1016/j.frl.2020.101701

Haroon, O., & Rizvi, S. A. (2020). COVID-19: Media coverage and financial markets behavior—A sectoral inquiry. *Journal of Behavioral and Experimental Finance*, 27, 100343. doi:10.1016/j.jbef.2020.100343

Ali, M., Alam, N., & Rizvi, S. A. (2020). Coronavirus (COVID-19) — An epidemic or pandemic for financial markets. *Journal of Behavioral and Experimental Finance*, 27, 100341. doi:10.1016/j.jbef.2020.100341

Haroon, O., & Rizvi, S. A. (2020). Flatten the Curve and Stock Market Liquidity – An Inquiry into Emerging Economies. *Emerging Markets Finance and Trade*, 56(10), 2151-2161. doi:10.1080/1540496x.2020.1784716

**AHMED S. BAIG**

Assistant Professor, SDSB  
ahmed.baig@lums.edu.pk



**OMAIR HAROON**

Assistant Professor, SDSB  
omair.haroon@lums.edu.pk



**SYED AUN RAZA RIZVI**

Associate Professor, SDSB  
aun.raza@lums.edu.pk



# NEWS AND EVENTS @ SDSB





## 1 Syed Babar Ali inducted to the American Academy of Arts & Sciences

In recognition of his immeasurable contributions to education, advancing the public good and promoting social equity in Pakistan, Founding Pro Chancellor LUMS, Syed Babar Ali, has been inducted to the prestigious American Academy of Arts & Sciences. Syed Babar Ali has been acknowledged in the category of ‘Business, Corporate, and Philanthropic Leadership’. He is one of 37 International Honorary Members and joins scientists, academics, and artists from 22 countries, bringing Pakistan into the international spotlight.

“I feel deeply humbled to be a part of the American Academy of Arts & Sciences, which is dedicated to advancing the public good and strengthening the global community. It is a great honour,” Syed Babar Ali said.

Syed Babar Ali joins the ranks of 250 Nobel and Pulitzer Prize winners, including the likes of Benjamin Franklin, Ralph Waldo Emerson, Albert Einstein, Martin Luther King Jr., and more recently, Nelson Mandela who have become part of the Academy’s 240-year history. Founded in 1780, the American Academy of Arts & Sciences is one of the world’s most respected honorary societies, known for its exceptionally accomplished members and celebration of excellence.



## 2 SDSB-LUMS Reaches New Heights in QS MBA and EMBA Global Rankings

Suleman Dawood School of Business - LUMS has been recognised as the top business school in Pakistan and among the top 250 business schools of the world for Business and Management Studies in QS World University Rankings 2020.

The School’s MBA was ranked among the top 25 MBA programmes in Asia, and among the top 250 in the world according to the QS MBA Rankings Asia 2020.

QS Executive MBA Rankings 2020 highlight that out of 141 Executive MBA (EMBA) programmes, SDSB performed amongst the top 71.6% globally. In addition to this, out of the 21 global EMBA programmes in Asia Pacific included in this year’s EMBA rankings, SDSB earned a rank of 15+, and performed amongst the top 71.4% in Asia Pacific. Moreover, Executive Profile and Thought Leadership were the strongest categories for SDSB, securing the 98th position globally.

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.”



## 3 LUMS Climbs in QS World University Rankings 2021

According to the QS World University Rankings 2021, LUMS is now ranked among the top 651-700 higher education institutes in the world. For the past seven years, LUMS was ranked among the 701-750 top institutions, and the 2021 ranking is a clear indicator that the University is improving across the board in academics, research, and global impact.

LUMS’ new ranking also improved in terms of percentile; the University is now among the top 55% worldwide. The 2021 rankings also determined that Employer Reputation was the strongest performance indicator for LUMS. This follows last year’s achievement, when LUMS was declared as the ‘top-ranked university in Pakistan’ according to the QS Graduate Employability Rankings 2020.



4

**LUMS Ranked Among Top 251-300 Asian Universities by Times Higher Education**

LUMS has been ranked among the top 251-300 Asian universities by Times Higher Education (THE) Asia University Rankings. THE is one of the most reliable ranking systems with a special focus on research impact and reputation. It ranks 1400 universities from across 92 countries, standing as one of the largest and most diverse rankings in academia.

THE Asia University Rankings are based on 13 performance indicators, grouped into five main categories: teaching (the learning environment); research (volume, income, and reputation); citations (research influence); international outlook (staff, students, research) and industry income (knowledge transfer).



5

**Transition to Online Learning**

The pandemic leading to the closure of the University necessitated a shift towards online learning. After an extended spring break, although the campus did not reopen, classes resumed virtually. SDSB faculty and staff quickly adjusted to the new mode of teaching, delivering a student experience that enabled SDSB to stand out as a world-class business school. As the academic community faced the instructional challenges brought on by the new normal, it also continued to grow and innovate. Blended learning, online teaching, and web-based innovations among instructional methods will be further honed during this period. The disruption has led to some very impactful innovations in the learning methodology of the School.

6

**Convocation 2020 with Malala Yousafzai as Keynote Speaker**

On July 25th, 2020, amid the COVID-19 pandemic, LUMS hosted its first-ever virtual convocation ceremony on Facebook, with Nobel Laureate Malala Yousafzai giving the keynote address. On being invited as keynote speaker, Yousafzai said, "I am honoured. LUMS has produced incredible individuals who want to move this country in the right direction; this is in alignment with my hope for my country."

Even though this ceremony was unlike any other in the University's history, the organisers, faculty and staff came together virtually to make it a memorable day for the students to reflect and celebrate their achievement with family and friends.

Honorary Dean, SDSB Dr. Alnoor Bhimani remarked, "Graduation is a time of completion - and it is also a time of celebration of achievement. Congratulations on graduating from one of the best universities on the planet! You are a piece of a great puzzle and the puzzle is slowly unfolding - so let your piece reveal to you what you are capable of achieving."



7

**Newly Elected SDSB Luminites Association**

Suleman Dawood School of Business welcomed the new Executive Committee and Board Members of the SDSB Luminites Association. SDSB Luminites Association works closely with the School's leadership to support SDSB's vision and mission.

Muhamad Saad Munawar Khan (MBA' 06), the newly elected president of the Association, envisions to create a strong positive impact as a partner to his alma mater. He wants the Association to serve as a support system to the institution and students by offering the experience and expertise of alumni in identifying the needs and expectations of the outside world to create powerful industry-academia linkages.



## 8 A Conversation with Danish Shah

SDSB Luminites Association organised a student session on Career Advice, Professional Development and Interview Tips with Danish Shah (Senior Sales Director, Global Go-to-Market Transformation & Global Distributor Operations at P&G, UAE) on March 13, 2020. Shah shared interview tips and perspectives from the other side of the table. He gave examples from his own interviews and addressed how to answer common interview questions on personal strengths and weaknesses.

Shah also highlighted the importance of demonstrating critical thinking abilities and questioning age-old systems and processes. He identified data analysis, the ability to collaborate across boundaries, and the willingness to lead and be led as key qualities sought by employers. He concluded by adding, "Having a mindset ready for growth is key to achieving success in any organisation."



## 9 Publishing in Top Tier Operations and Supply Chain Management Journals

On March 10, 2020, a one-day workshop was organised to assist new researchers in polishing and developing advanced manuscripts, and

completed MPhil/PhD theses for publication in top-tier supply chain management journals. The workshop was led by Dr. M. Shakeel Sadiq Jajja (SDSB), Dr. Usman Khalid (SDSB), and Dr. Stefan Seuring (Chair of Supply Chain Management University of Kassel, Germany – via Skype). The panel provided valuable inputs to help polish and develop advanced manuscripts for publication in top-tier supply chain management journals.



## 10 International Women's Day

On March 6, 2020, Centre for Business and Society (CBS), in collaboration with UK-based QalandarArts, organised a musical evening to celebrate International Women's Day. Vice Chancellor LUMS, Dr. Arshad Ahmad, inaugurated the event and highlighted the importance of coming together to celebrate diversity and inclusiveness. SDSB-LUMS faculty and CBS Director, Dr. Zehra Waheed appraised the audience about the #EachforEqual International Women's Day 2020 theme. The audience was serenaded by an enthralling musical performance featuring renowned tabla master, Ustad Shahbaz Hussain, and multi-instrumentalist, Zayn Mohammed.



## 11 Artificial Intelligence and Medical Sciences: A Discussion

Earlier this year, SDSB-LUMS launched a series of events to encourage dialogue and debate on healthcare in Pakistan. In collaboration with Technology for People Initiative (TPI), a session on Artificial Intelligence and Medical Sciences led by Major General Prof. Dr. Aamer Ikram (Executive Director National Institute of Health & Pakistan Health Research Council) was organised on February 26, 2020.

Discussing the challenges faced by the healthcare sector in Pakistan, Ikram highlighted the importance of reliable, relevant data for decision-making. He added that predictive modelling and effective monitoring of diseases could greatly improve public health. Issues such as funding for health research, infrastructure challenges, paucity of experts at the top levels in the public sector, and data security were also discussed.

Concluding the session, Ikram remarked that the Pakistan Health Research Council had just awarded its first research grant worth PKR 10 million. He invited LUMS faculty members and future students of the MS programme in Healthcare Management and Innovation to visit NIH and discover opportunities for collaboration and implementation of solutions.

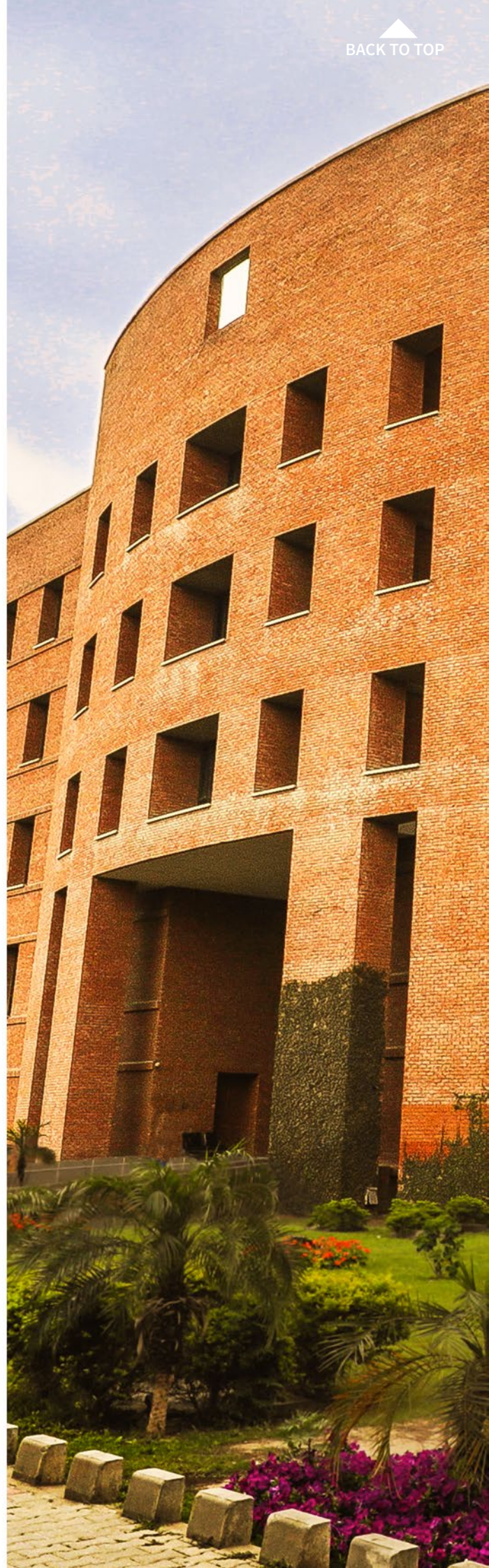


# 12

## Panel Discussion: Wicked Problems in Healthcare

On February 21, 2020, Dr. Samia W. Altaf (Professor of Practice in Public Health/Director of Campus Health and Safety, LUMS), Mr. Ajmal Bhatti (Special Secretary Primary & Secondary Healthcare Department Punjab), Dr. Ayesha Masood (Assistant Professor, SDSB), Dr. Faisal Sultan (Special Adviser to PM on Health & CEO, Shaukat Khanum Memorial Cancer Hospital and Research Centre), and Dr. Camer Vellani (Aga Khan University) shared their insights on the challenges faced by Pakistan's healthcare system and possible ways of overcoming them.

The panellists unanimously agreed that a lack of ownership of healthcare problems was a major challenge that Pakistan faced. They also agreed that social and rural development went hand in hand with health, and a collaborative approach at the government level was essential to reduce the burden of disease in the years to come. Dr. Ayesha Masood expressed the need to improve governance in the health sector. She added that legislative weaknesses, combined with disproportionate and uneven utilisation of resources were exacerbating health challenges. The panellists expressed their commitment to promote collaboration across sectors through similar panel discussions and related events.



# SELECTED SCHOLARLY HIGHLIGHTS (APRIL TO JULY 2020)

*Congratulations!*

Dr. Muhammad Abdur Rahman Malik, Dr. Arif Nazir Butt with Dr. Jin Nam Choi (Seoul National University) received the First Runner Up Best Paper Award of 2019 by the *Journal of Organizational Behavior* for their paper “Distinct effects of intrinsic motivation and extrinsic rewards on radical and incremental creativity: The moderating role of goal orientations”. *Journal of Organizational Behavior* is the premier journal in the field of OB and announces three top papers every year.



**DR. MUHAMMAD ABDUR RAHMAN MALIK**



**DR. ARIF NAZIR BUTT**

#### 1. Dr. Faiza Ali

A Pyramid of Hate Perspective on Religious Bias, Discrimination and Violence (with Jawad Syed), *Journal of Business Ethics*

#### 2. Dr. Muhammad Junaid Ashraf

Accounting for ignorance: An investigation into corruption, immigration and the state (with Daniela Pianezzi), *Critical Perspectives on Accounting*

#### 3. Dr. Saad Azmat

Ethical Commitments and Credit Market Regulations (with Hira Ghaffar), *Journal of Business Ethics*

State contingent banking and asset price bubbles: The case of Islamic banking industry (with M. Kabir Hassan, Hamza Ghaffar & A.S.M. Sohel Azad), *Global Finance Journal*

Debt externality in equity markets: Leveraged portfolios and Islamic indices (with Salman Khan), *International Review of Economics & Finance*

Islamic Banking, Costly Religiosity and Competition (with A. S. M. Sohel Azad, M. Ishaq Bhatti & Hamza Ghaffar), *Journal of Financial Research*

#### 4. Dr. Muhammad Ahmed Saleem Baig

Free trade and the efficiency of financial markets (with Benjamin M. Blau & Nasim Sabah), *Global Finance Journal*

#### 5. Dr. Mohsin Bashir

Expectation Versus Reality: Political Expediency and Implementation of Right to Information Laws (with Muhammad Azfar Nisar), *Public Administration Quarterly*

#### 6. Dr. Muhammad Imran Chaudhry

Price Transmission in Pakistan’s Poultry Supply Chain (with Mario J. Miranda), *Journal of Agricultural and Resource Economics*

#### 7. Dr. Omair Haroon

Are oil prices efficient? (with Shaista Arshad, Syed Aun R. Rizvi, Fahad Mehmood & Qiang Gong), *Economic Modelling*

COVID-19: Media coverage and financial markets behaviour—A sectoral inquiry (with Syed Aun R. Rizvi), *Journal of Behavioral and Experimental Finance*

#### 8. Dr. Shakeel Sadiq Jajja

The indirect effect of social responsibility standards on organizational performance in apparel supply chains: A developing country perspective (with Muhammad Asif, Frank Montabon & Kamran Ali Chatha), *Transportation Research Part E: Logistics and Transportation Review*

Can entrepreneurial orientation improve sustainable development through leveraging internal lean practices (with Roberto Chavez, Wantao Yu, Antonio Lecuna & Brian Fynes), *Business Strategy and the Environment*



Servitization and supply chain integration: An empirical analysis (with Syed Aamir Ali Shah, Kamran Ali Chatha & Sami Farooq), *International Journal of Production Economics*

Implementation of digital manufacturing technologies: Antecedents and consequences (with Fatima Gillani, Kamran Ali Chatha & Sami Farooq), *International Journal of Production Economics*

Supply chain risk management and operational performance: The enabling role of supply chain integration (with Manal Munir, Kamran Ali Chatha & Sami Farooq), *International Journal of Production Economics*

#### **9. Dr. Raja Usman Khalid**

Bottoms up: Delivering sustainable value in the base of the pyramid (with Mark Alan Heuer & Stefan Seuring), *Business Strategy and the Environment*

Evaluating supply chain constructs in the base of the pyramid environment (with Stefan Seuring & Ralf Wagner), *Journal of Cleaner Production*

#### **10. Dr. Salman Khan**

Debt externality in equity markets: Leveraged portfolios and Islamic indices (with Saad Azmat), *International Review of Economics & Finance*

#### **11. Dr. Ayesha Masood**

Crushed between two stones: Competing institutional logics in the implementation of maternity leave policies in Pakistan (with Muhammad Azfar Nisar), *Gender, Work & Organization*

#### **12. Dr. Bushra Naqvi**

Trade and technological innovation: The catalysts for climate change and way forward for COP21 (with Chi-Wei Su, Xue-Feng Shao, Jing-Ping Li, Zhilun Jiao), *Journal of Environmental Management*

#### **13. Dr. Muhammad Azfar Nisar**

Crushed between two stones: Competing institutional logics in the implementation of maternity leave policies in Pakistan (with Ayesha Masood), *Gender, Work & Organization*

Expectation Versus Reality: Political Expediency and Implementation of Right to Information Laws (with Mohsin Bashir), *Public Administration Quarterly*

#### **14. Dr. Fahd Rehman**

Optimism and pessimism: A cross country comparison, *The World Economy*

#### **15. Dr. Syed Aun Raza Rizvi**

Are oil prices efficient? (with Shaista Arshad, Omair Haroon, Fahad Mehmood & Qiang Gong), *Economic Modelling*

COVID-19: Media coverage and financial markets behavior—A sectoral inquiry (with Omair Haroon), *Journal of Behavioral and Experimental Finance*

Coronavirus (COVID-19)—An epidemic or pandemic for financial markets (with Mohsin Ali & Nafis Alam), *Journal of Behavioral and Experimental Finance*

#### **16. Dr. Choudhry Tanveer Shehzad**

The sovereign yield curve and credit ratings in GIIPS (with Yasir Riaz & Zaghum Umar), *International Review of Finance*

#### **17. Dr. Jawad Syed**

A Pyramid of Hate Perspective on Religious Bias, Discrimination and Violence (with Faiza Ali), *Journal of Business Ethics*

#### **18. Dr. Muhammad Tayyab**

Autonomation policy to control work-in-process inventory in a smart production system (with Bikash Koli Dey, Sarla Pareek & Biswajit Sarkar), *International Journal of Production Research*



# SDSB AT A GLANCE

## ACCREDITATION



SDSB is Pakistan's first and the only business school to achieve AACSB International accreditation which is earned by around 5% of the business schools worldwide.

## INTERNATIONAL RANKINGS (LUMS)



RANKED TOP 251-300



RANKED TOP 110



RANKED TOP 651-700



RANKED TOP 200

## INTERNATIONAL RANKINGS (SDSB)

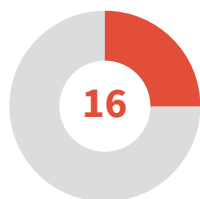


## HIGHLIGHTS

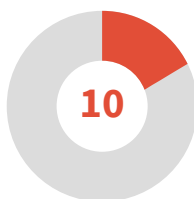
SDSB is a **Harvard Business Publishing Content Partner**

**800+**  
Case Studies indigenously developed based on local industry challenges and trends

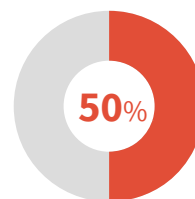
**More Than 85%**  
of SDSB's faculty members have earned their PhD degrees from the world's leading academic institutions



International student exchange programmes with leading global institutions



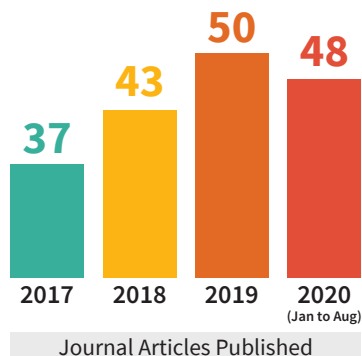
Centres at LUMS providing support for excellence in teaching and research



Scholarships awarded to all women admitted to MBA/MS programmes

## FACULTY RESEARCH

### Research & Scholarship Output



## PUBLICATIONS AUTHORED BY PHD STUDENTS

21

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

45

in international journals

24

papers presented at  
international  
conferences

## DEGREES OFFERED AT SDSB

- **Bachelor of Science (B.Sc. 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

## FACULTY

**Dr. Khawaja Zain ul Abdin**

Assistant Professor  
Director, Raising Executive  
Development Centre

**Mr. Syed Zain ul Abidin**

Teaching Fellow

**Dr. Ferhana Ahmad**

Assistant Professor

**Dr. Muhammad Ghufuran Ahmad**

Assistant Professor

**Mr. Asad A. Alam**

Assistant Professor

**Dr. Faiza Ali**

Associate Professor

**Dr. Khudejah Iqbal Ali**

Assistant Professor

**Dr. Syed Mubashir Ali**

Associate Professor

**Mr. Waqar Ali**

Teaching Fellow

**Dr. Muhammad Junaid Ashraf**

Associate Professor

**Mr. Muhammad Asim**

Teaching Fellow

**Mr. Muhammad Luqman Awan**

Teaching Fellow

**Dr. Saad Azmat**

Associate Professor  
Director, Office of Research (LUMS)

**Dr. Muhammad Ahmed Saleem Baig**

Assistant Professor

**Dr. Mohsin Bashir**

Associate Professor

**Ms. Ayesha Bhatti**

Assistant Professor

**Dr. Alnoor Bhimani**

Professor & Honorary Dean

**Dr. Arif Nazir Butt**

Professor

**Dr. Muhammad Imran Chaudhry**

Assistant Professor

**Ms. Atifa Arif Dar**

Assistant Professor  
Director, Undergraduate Programmes

**Dr. Anjum Fayyaz**

Assistant Professor

**Mr. Zulfarnain Haider**

Teaching Fellow

**Dr. Ehsan ul Haque**

Professor

**Dr. Omair Haroon**

Assistant Professor

**Dr. Syed Zahoor Hassan**

Professor

**Ms. Shezeen Salim Hemani**

Teaching Fellow

**Ms. Mahira Ilyas**

Teaching Fellow

**Dr. Muhammad Shakeel Sadiq Jajja**

Associate Professor  
Director, EMBA Programme

**Dr. Raja Usman Khalid**

Visiting Assistant Professor

**Dr. Jamshed H. Khan**

Professor

**Mr. Kashif Khan**

Executive in Residence

**Dr. Salman Khan**

Assistant Professor

**Mr. S. Badar Khushnood**

Executive in Residence

**Mr. Razi Allah Lone**

Teaching Fellow

**Dr. M. Abdur Rahman Malik**

Associate Professor

**Dr. Ayesha Masood**

Assistant Professor  
Director, MS Programme (Healthcare  
Management & Innovation)

**Dr. Ummad Mazhar**

Assistant Professor

**Dr. Bushra Naqvi**

Associate Professor

**Mr. Imran K. Niazi**

Executive in Residence

**Dr. Muhammad Azfar Nisar**

Assistant Professor

**Dr. Muhammad Ahsan Rana**

Associate Professor of Practice

**Dr. Hassan Rauf**

Visiting Assistant Professor

**Dr. Fahd Rehman**

Assistant Professor  
Director, MS Programme (Business &  
Public Policy)

**Dr. Zainab Riaz**

Assistant Professor  
Associate Dean, Research &  
Scholarship

# THE PEOPLE OF SDSB

## FACULTY

**Dr. Syed Aun Raza Rizvi**

Associate Professor  
Associate Dean, Graduate &  
Undergraduate  
Programmes

**Ms. Sarah Pervez**

Teaching Fellow  
Director, MS Programme (Technology  
Management & Entrepreneurship)

**Dr. Fazal Jawad Seyyed**

Visiting Faculty & Director Accreditation

**Dr. Muhammad Shafique**

Assistant Professor

**Dr. Muhammad Shehryar Shahid**

Assistant Professor

**Dr. Choudhry Tanveer Shehzad**

Associate Professor  
Director, MBA Programme

**Dr. Muhammad Imran Siddique**

Assistant Professor

**Dr. Jawad Syed**

Professor

**Dr. Muhammad Tayyab**

Visiting Assistant Professor

**Dr. Zehra Waheed**

Assistant Professor  
Director, Centre for Business and  
Society

**Dr. Ussama Yaqub**

Assistant Professor

**Dr. Sameen Zafar**

Assistant Professor

**Dr. Muhammad Adeel Zaffar**

Associate Professor  
Associate Dean, External Relations

**Dr. Adnan Zahid**

Assistant Professor

**Dr. Salma Zaman**

Assistant Professor

**Dr. Ghazal Mir Zulfiqar**

Assistant Professor  
Director, PhD Programme

**Dr. Zainab Mehmood**

Visiting Assistant Professor

**Mr. Naveed Iftikhar**

Executive in Residence

# THE PEOPLE OF SDSB

## PROFESSIONAL SERVICES

### ACCREDITATION & QUALITY ENHANCEMENT

**Muhammad Saad Saeed**  
Deputy Manager

**Shiza Shahzad**  
Senior Officer

### ASSOCIATE DEAN ACADEMICS' OFFICE

**Muhammad Umer Brar**  
Deputy Manager

### COMMUNICATIONS

**Ayesha Khan**  
Manager

**Shafqat Hayat Bhatti**  
Assistant Manager

**Mr. Ahmad Ahsan**  
Senior Editor and Writer

**Ms. Safia Aftab**  
Editor

**Mr. Muslim Iqbal**  
Senior Officer

### DEAN'S OFFICE

**Ms. Sualeha Hussain**  
Manager

**Ms. Sheher Bano Mela**  
Coordinator

### GENERAL ADMINISTRATION & SERVICES

**Mr. Riaz Ahmad**  
Senior Classroom Staff

**Mr. Ghulam Hassan**  
Senior Classroom Staff

**Mr. Muhammad Kaleem Asghar**  
Classroom Staff

**Mr. Munawar Rehman Ali**  
Classroom Staff

**Mr. Muhammad Bilal**  
Classroom Staff

**Mr. Abaid Ullah**  
Classroom Staff

**Mr. Zahid Hussain**  
Senior Office Attendant

**Mr. Tariq Mahmood**  
Senior Office Attendant

**Mr. Tariq Habib**  
Office Assistant

**Mr. Amjad Khan**  
Office Attendant

**Mr. Muhammad Mumtaz**  
Office Attendant

### SDSB PLACEMENT OFFICE

**Mr. Jawad Khan**  
Deputy Manager

**Mr. Syed Muhammad Daud**  
Senior Officer

**Ms. Mahwish Khalil**  
Senior Officer

### OPERATIONS OFFICE

**Mr. Khalid Mahmood**  
Manager Operations

**Mr. Azeem Ullah Abbas**  
Assistant Manager Operations

**Mr. Kashif Saeed**  
Senior Officer

**Ms. Nabeela Shahzadi**  
Senior Officer

**Ms. Tauseef Zahra Alvi**  
Officer

**Mr. Abdul Basit**  
Officer

**Mr. Muhammad Rehman Siddique**  
Officer

**Mr. Malik Imran Abbas**  
Senior Administrative Assistant

**Ms. Bushra Kanwal**  
Senior Administrative Assistant

**Ms. Arfa Hamad**  
Administrative Assistant

**Ms. Sharha Mumtaz**  
Administrative Assistant

**Ms. Saba Yaqub**  
Administrative Assistant

**Mr. Shehar Yar Ahmed**  
Academic Support Officer

**Mr. Muhammad Ali**  
Academic Support Officer

**Ms. Madiha Khurshid**  
Academic Support Officer

**Ms. Faiza Shahbaz**  
Academic Support Officer

### PROGRAMME COORDINATION OFFICES

#### EXECUTIVE MBA

**Mr. Muhammad Khurram Shahzad Janjua**  
Senior Officer

#### MBA

**Mr. Azhar Rashid Abbasi**  
Assistant Manager

**Ms. Sumbal Farooq**  
Senior Officer

**Ms. Quratulain Haider**  
Senior Officer

#### PHD

**Mr. Umar Amjad**  
Assistant Manager

#### UNDERGRADUATE

**Mr. Muhammad Imran Nasim**  
Acting Team Lead

**Mr. Bilal Hassan Alvi**  
Officer

#### RESEARCH UNIT

**Mr. Shoaib Masud Khan**  
Assistant Manager

#### UG STUDENT ADVISING

**Ms. Fatima Khalid**  
Academic Advisor



Suleman Dawood  
School of Business

