

SDSB

360

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Suleman Dawood
School of Business



Contents

- | | | | |
|-----------|---------------------------------------------------------------------------------------------|-----------|--------------------------------------------------------------------------------------------------------------|
| 03 | DEAN'S MESSAGE | 26 | IN THE PUBLIC EYE
MEHREEN SHAHID |
| 04 | INDUSTRY OUTLOOK
A CONVERSATION WITH DR. AMJAD SAQIB,
FOUNDER/CHAIRMAN AKHUWAT | 29 | WHAT WOULD YOU DO?
TO KEEP OR NOT TO KEEP:
PUNJAB HEALTH FOUNDATION |
| 09 | ENGAGE
GENDER, BODIES AND ECONOMIC
STRUGGLES OF TRANSGENDER WORKERS | 31 | FACULTY IN FOCUS
MAHIRA ILYAS |
| 11 | GRADUATE SPOTLIGHT
DR. RASHID MAHMOOD | 33 | FACULTY INSIGHT
ENSURE SUSTAINABLE CONSUMPTION AND
PRODUCTION PATTERNS |
| 13 | SDSB LUMINITIES ASSOCIATION
INTRODUCING
THE SDSB LUMINITIES ASSOCIATION | 35 | CENTRE FOR BUSINESS & SOCIETY
HIGHLIGHTS FROM 2022 |
| 16 | FACULTY INSIGHT
GIVE HER CREDIT: HOW TO EXPAND
WOMEN'S ACCESS TO FINANCE | 45 | WHAT WOULD YOU DO?
DUTY OR CARE? A PHYSICIAN'S ETHICAL DILEMMA
OF WORKING THE COVID-19 PANDEMIC |
| 18 | IN MEMORIAM | 47 | SELECTED SCHOLARLY HIGHLIGHTS 2022 |
| 19 | STAFF PERSPECTIVE
ARZOO ALI GAUHAR | 50 | NEWS AND EVENTS @SDSB |
| 22 | ENVISION YOUR SUCCESS
MASTER'S PROGRAMMES | 61 | SDSB AT A GLANCE |
| 24 | STUDENT EXPERIENCE
ANEKA SUFI, PhD CANDIDATE | 63 | PEOPLE OF SDSB |

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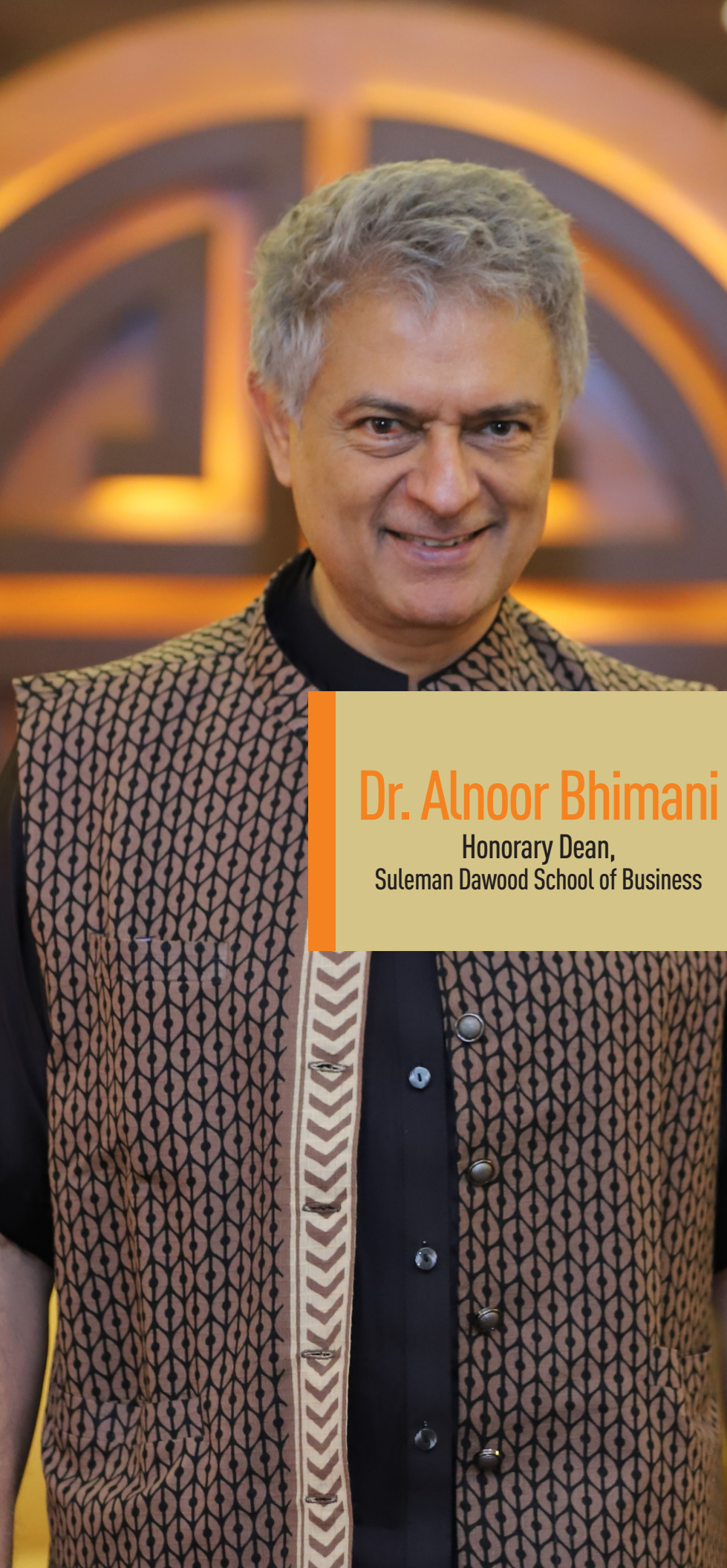
Contact us:

SDSB Communications, Suleman Dawood School of Business, LUMS

Dha, Lahore Cantt. 54792, Lahore, Pakistan

Ph: +92-42 111- 11- LUMS

Website: <https://sdsb.lums.edu.pk/> **Email:** sdsb@lums.edu.pk



Dr. Alnoor Bhimani

Honorary Dean,
Suleman Dawood School of Business

We find ourselves at a critical juncture. Just as the Covid concerns dissipated, our eyes have had to be cast on the Russia-Ukraine tensions, the aftermath of the devastating floods, and the country's economic crisis said to be the worst in its history. This is a time for reflection, resilience, and forging new paths. Pakistan's search for growth and stability, now more than ever, necessitates deep thinking and effective action that surpasses what has been undertaken before. Perhaps the nation requires entirely new ways of being and behaving. At SDSB, thought and action always reigns as solutions to resolving crises and pursuing growth.

In this issue of 360, we learn about the path Akhuwat took in pursuing a mission to extend financial access to the poor from its founder, Dr. Saqib. From an academic perspective, Nighat Seema, Tanveer Shehzad and Fazal Jawad explore policy and institutional factors affecting gender and access to finance, while Dr. Ashraf discusses deep issues faced by the transgender community. Drs Tayyab and Jajja speak of their investigation into sustainability costs and benefits, and Dr. Mahmood (MS-HMI' 22) explains what makes SDSB a 'leadership hub, thinker's lab and career launcher'. The issue also highlights the energy exhibited by members of the SDSB Luminites Association, and you'll read here about Arzoo Gauhar's work at the Centre for Business and Society, why Mahira Ilyas loves teaching and what doctoral studies have done to Aneka Sufi's 80 billion neurons! Much more is contained in these pages about how we seek to uncover the unknown. What is never in doubt is that in times of peaks and troughs, SDSB always moves forward.



A Conversation With
Dr. Amjad Saqib
 Founder/Chairman Akhuwat



Tell us about the first loan that Akhuwat gave?

The first loan was given in 2001, it started with an interaction with a woman seeking a loan to provide for her family as her husband, the sole breadwinner, had died, and the responsibility of earning for the family fell on her. She approached me because, at that time, I worked with the Punjab Rural Support Programme, which gave out small business loans in

the rural villages of Punjab. I was deeply moved by the woman's difficult situation and presented an interest-free loan of PKR 10,000. While I had forgotten about the loan, the lady returned, as promised, after six months and paid back the full loan amount with tears in her eyes. The tears expressed her gratitude. She told me that the loan enabled her to purchase two sewing machines to start her stitching business and become financially

independent. She returned that amount with one request that the money would be given to another person who, like her, would benefit from it.

This incident developed my trust in people and the system of interest-free microfinance. This became our organisation's first loan, leading to the beginning of Akhuwat's operations, which has now reached 5 million loans worth PKR 170 million, Alhamdulillah.



How is Akhuwat different from other microfinance institutions?

Akhuwat is different because it provides a unique model opposite to the capitalist system and market economy, which usually profit by charging high-interest rates. Akhuwat's model is based on the universal concept of brotherhood. We believe it is essential to consider those less fortunate as our brothers and sisters. We should help them without taking advantage of their situation. Even though this model is based on Islamic principles, it is not limited to Islam as all the religions in the world preach the same message: to care for others like you want to be taken care of. The main objective of Akhuwat is to provide interest-free micro-loans and financial access to the poor. Furthermore, Akhuwat uses religious locations such as mosques, churches and temples as places of disbursement. This aids in reducing operational costs while creating a transparent and participatory environment.

The loans are given to the family as a unit to ensure that it is being used for the benefit of the family. There is also a detailed check and balance system to ensure the efficient use and repayment of the loan. Akhuwat's operations rely upon its volunteers' passion, dedication and zeal, who invest their time, talent and resources to Akhuwat's cause. Akhuwat is a unique initiative because of its bondage with Mawakhat-e-Madina and accounts for the four pillars:

- Iman or faith
- Ihsan: to do beautiful things
- Ikhlas or purity
- Infaq: giving in the way of Allah

The pillars of Mawakhat, together, create Ikhwa or Akhuwat that transforms the spirit of solidarity into a brotherhood. Akhuwat takes its name from this concept and, through its operation, presents a practical manifestation of Mawakhat.



What role does the engagement of religious institutions play in creating a societal impact in Pakistan? How did you achieve that with Akhuwat?

For us, religion is love, compassion, giving and empathy. It brings people together. Beyond worship, religious

“Since its beginning, Akhuwat has always been persistent in working on social inclusion. Our mission and vision always have been of Mawakhat. The trust built on our credibility is the sole reason why Akhuwat was never affected by external factors such as changing political situations. Problems and challenges do arise, but we see those problems as opportunities.”



institutions are used as community centres to promote participatory development. Religious institutions such as mosques, churches and temples can be utilised to develop a stronger sense of community and mutual support.

In Pakistan, religious minorities, including Christians and Hindus, are among the most marginalised groups. To support these disadvantaged groups, Akhuwat has taken measures to ensure their inclusion. First, as a core value, loans are disbursed at places of worship, including mosques, churches and temples. Borrowers are welcome at the respective ceremony venue regardless of their religious backgrounds. This lays a network for socio-religious cohesion, interfaith harmony and acceptance. Second, special disbursements are held at Christmas, Easter and Diwali to commemorate events of all religions. This, besides economic facilitation, fosters religious harmony. Third, as part of group lending, potential borrowers are encouraged to include members of minority religious communities. Moreover, Akhuwat's education services have an intake quota for applicants belonging to religious minorities and groups. This provides students with an opportunity to understand and respect other religious groups from a young age. Akhuwat University is known as a 'Mini Pakistan' where students speaking different languages from all provinces

of Pakistan come for the shared goal of pursuing their higher studies. Fourth, there is no discrimination on the basis of caste, colour, creed, gender or religion in all of Akhuwat's support mechanisms, there are no biases during the selection of beneficiaries. Thus, although Akhuwat has been built on the Islamic philosophy of Mawakhat 'brotherhood', the message of solidarity with the poor is for all those who want to work to create a better world irrespective of their religious or ethnic differences.



The loan recovery rate for Akhuwat continues to be above 99% even today. How have you managed to sustain that?

Akhuwat's borrowers express the purpose of acquiring a loan when they approach a branch for which they are catered accordingly. An elaborate process of appraisal is performed to determine the most deserving applicants. Akhuwat's loans are given to the family, male and female, and both heads of the household are required to sign the form irrespective of who is taking the loan to create a sense of accountability.

When potential applicants approach a branch to acquire a loan, they submit an application form available at the branches. The application then goes through a thorough background check to determine the applicant's



social and economic status. From thereon, the Akhuwat staff visits the applicant's home and neighbourhood to determine their social standing in the community. Afterwards, the team initiates the financial appraisal, where the applicant's financial status is gauged through visits and informal interviews at their workplace and neighbourhood. Information about any previous or existing loans acquired by the applicant is also gathered before their request for a loan is accepted.

Loans are disbursed to a group of five applicants. Group lending enables group members to resolve any social and economic problems that might befall the members through mutual understanding and decision-making, acting as guarantors for each other. In the case of individual lending, the applicant is supposed to provide two guarantors to get the loan approved.

After a thorough background check, the Loan Approval Committee approves the loan based on the information gathered. The loan disbursement ceremony is held in mosques or other similar religious spaces in the community, and the loans are released to the borrowers. The ceremony includes a session on the philosophy and values of Akhuwat and the civic responsibilities of individuals as part of society to instil a sense of responsibility among borrowers.

The loans are returned through monthly instalments over a period of 1 to 3 years, depending on the loan amount.

These instalments are returned to the nearest branches. The branches also provide our beneficiaries business advice if they need it and also monitor their progress by conducting fortnightly visits.

As mentioned previously, in addition to returning their loans, our borrowers also donate whatever they can to Akhuwat or any other charity to help others. The relationship of solidarity and mutual respect that Akhuwat maintains with its borrowers creates a bond of brotherhood that promotes the culture of lending a helping hand to those in need. This resonates with one of Akhuwat's core principles, i.e., turning borrowers into donors.

The loan officers frequently visit and interact with the borrowers. Once the loan is returned, it becomes part of a revolving credit pool. This revolving fund is then used multiple times over many years to provide loans to other deserving members of society.



Can you tell us about the challenges you faced as your organisation expanded?

Yes, we face challenges daily, but we see them as opportunities. We started with USD 100, and now we have expanded to USD 100 Million with a recovery rate of 99.9%. When we started, many people had apprehensions about the sustainability of this model. Our model is unique and one of a kind. This model is not an extension of the

capitalist system and market economy. This is a model based on the principles of brotherhood and solidarity. Thus, the first challenge we faced was making people believe in the sustainability of this model.

Another hurdle was to minimise our operational costs. The traditional microfinance model charges the borrower with the financial and operating costs, as there is no collateral. Akhuwat believes that the one lending the money should bear these expenses. We couldn't eliminate the operational cost, but we minimised it. Akhuwat owns no cars and has minimal furniture in its loan branches which have floor seating arrangements. We use religious places as points of social and economic intermediation. This includes mosques, churches, and temples as places for loan disbursement. This ensures there is participation, transparency as well as accountability. It generates goodwill in society and the community.

Lastly, volunteerism is a core practice in Akhuwat's philosophy and practices. Our volunteers hail from all walks of life, bringing their diversified perspectives to Akhuwat and serving as agents of change. Akhuwat believes an ideal social enterprise is a blend of committed volunteerism and necessary compensation for services. Akhuwat's projects have a bottom-up approach that engages volunteers who interact with beneficiaries, conduct field visits, and participate in sensitisation campaigns.



Akhuwat has been steadily moving forward in its vision and mission despite the changes in the political landscape of the country. What lessons can NGOs, dependent upon government funding, learn from Akhuwat?

Since its beginning, Akhuwat has always been persistent in working on social inclusion. Our mission and vision have always focused on Mawakhat. The trust built on our credibility is the sole reason why Akhuwat was never affected by external factors such as changing political situations. Problems and challenges do arise, but we see those problems as opportunities. Every partnership brings challenges, but your belief in your mission overpowers all issues. However, I would encourage these organisations to be more self-sufficient and independent to continue doing their amazing work unperturbed by the country's political situation.



You said that you believe in participatory and inclusive development. Can you shed some light on this?

Akhuwat has adopted the participatory development model because it aims to involve the underprivileged and deprived community in initiatives and programmes being developed for them. Akhuwat believes that involving the local stakeholders makes the programme more durable and effective. We believe any development effort should aim to create a local support system aligned with local traditions and faith.

Akhuwat is of the opinion that participatory development attempts to empower the poor in developing their visions and setting their own development objectives and agendas rather than just providing them 'a say' in development programmes. Akhuwat doesn't want to make decisions for the less privileged but rather empower and enable them to make their own decisions. Moreover, our different programmes like AIM (Akhuwat Islamic Microfinance), AES (Akhuwat Educational Services), and AKSP (Akhuwat Khawajasira Support



LUMS has opened a lot of networking opportunities for Akhuwat as it is home to a very diverse community. Moreover, whenever I visit LUMS and interact with the bright minds studying there, it gives me a lot of hope and optimism for our future generation. It gives me immense pleasure to see these young minds flourish intellectually. Not only that, each interaction teaches me something new; I am reassured about the future of Pakistan.



Program) are living examples of our efforts.

Similarly, inclusive development is practised as Akhuwat caters to all individuals irrespective of their caste, colour, religion or race. It is a model in which everyone is welcome to the organisation and treated as a part of the growing Akhuwat family.



Tell us about your book on entrepreneurship titled Kamyab Log (Successful People). What makes a successful entrepreneur?

Kamyab Log is a book on entrepreneurship. It presents 24 essential attributes of 30 wealthy people from Chiniot. Chiniot is a city 38 km northwest of Faisalabad; notwithstanding its poor infrastructural status, it has been the birthplace of business visionaries, who, over a century and a half, have risen as great businessmen and industrialists and hold the title of "most philanthropic & extremely rich persons". This book is uniquely intended for individuals who seek to do remarkable things in life.

25% of Pakistan's population (55 million people) lives under the poverty line. Merely providing food and clothing to them is not enough, but providing them with the skills to enable them to become financially and socially inclusive is required. The poor in Pakistan do not lack ideas but rather the resources to actualise those ideas, and through social and financial inclusion, those resources can be provided. Financial inclusion is a long-term developmental intervention which aims to solve the prevalent issue of inter-generational poverty. What young entrepreneurs need is passion and willingness to change and grow. Entrepreneurs should have a strong will and determination to reach their goals to succeed. I want our future generations to follow creative ideas and work persistently towards their goals. This is what this story of great Chinioti businessmen entails.



LUMS has been honoured to be able to include you in its teaching and research. Can you share the role LUMS has played in your journey?

It has been an honour for Akhuwat to partner with such a prestigious institution in the areas of research and teaching. LUMS has opened a lot of networking opportunities for Akhuwat as it is home to a very diverse community. Moreover, whenever I visit LUMS and interact with the bright minds studying there, it gives me a lot of hope and optimism for our future generation. It gives me immense pleasure to see these young minds flourish intellectually. Not only that, each interaction teaches me something new; I am reassured about the future of Pakistan.

I would love to continue and expand

this collaboration in the coming years. I would like to see more LUMS graduates work in the development sector and help us reach our vision of a poverty-free society. I must appreciate the faculty, too, for their hard work and for creating a great island of learning.



Akhuwat has diversified into other areas, including education and health. Why did you decide to expand into these areas rather than continue focusing on microfinance?

The concept of microfinance assists a part of society in dire need of economic stability. Akhuwat's mission has always been centred around including marginalised groups in streamlining development. The success of Islamic microfinance allowed us to explore and implement different and advanced development strategies. Poverty is a multi-dimensional issue which requires different strategies. Education and health are critically important to achieving the vision of a poverty-free world. Hence, Akhuwat ventured into education, believing that when loans can be provided without interest, education can be provided without charging a fee. Hence, Akhuwat Education Services (AES) was founded to provide quality education to those who cannot afford to pay fees. Similarly, expanding beyond education, Akhuwat's work in the health domain has created a clothes and food bank and a programme to support and uplift transgender people. Akhuwat collaborates with different institutes and has established a few centres for mentally challenged individuals. All of Akhuwat's programmes are a means toward a common goal; a poverty-free society built on the principles of compassion and equity.



What is the Khawajasira Support Program?

In our society, transgender or the khawajasiras are deprived of all rights and face the horrors of poverty in its true form. These individuals are the transgenders or the khawajasiras. They have been deprived of empathy and basic facilities for decades and endure verbal and physical abuse.



If you want to work for poverty alleviation systematically, there are multitudes of ways which you can choose from. I invite you to come and join us, share your creative ideas and let's work together to make this world a better place to live in.



These communities are vulnerable, while different regions of the world are progressing to become more inclusive and tolerant; unfortunately, in South Asian communities, transgender people still live in extreme misery and pain. The Akhuwat Khawajasira Support Program (AKSP) is centred around providing these individuals with acceptance and financial stability. Established in 2011, this program offers medical, social, and economic support to the khawajasiras all around Pakistan. Under this program, we have around two thousand active registered khawajasiras who are getting a monthly stipend and medical check-ups. Apart from that, we also have young and educated khawajasiras who are looking for decent income opportunities. In collaboration with the Fountain House, this programme strives to provide the basic facilities of life to the khawajasiras so they can also play their part in being an integral part of society by creating a safe and inclusive community for them.



You have transitioned from the CEO of Akhuwat to Chairman. What was your succession planning journey like?

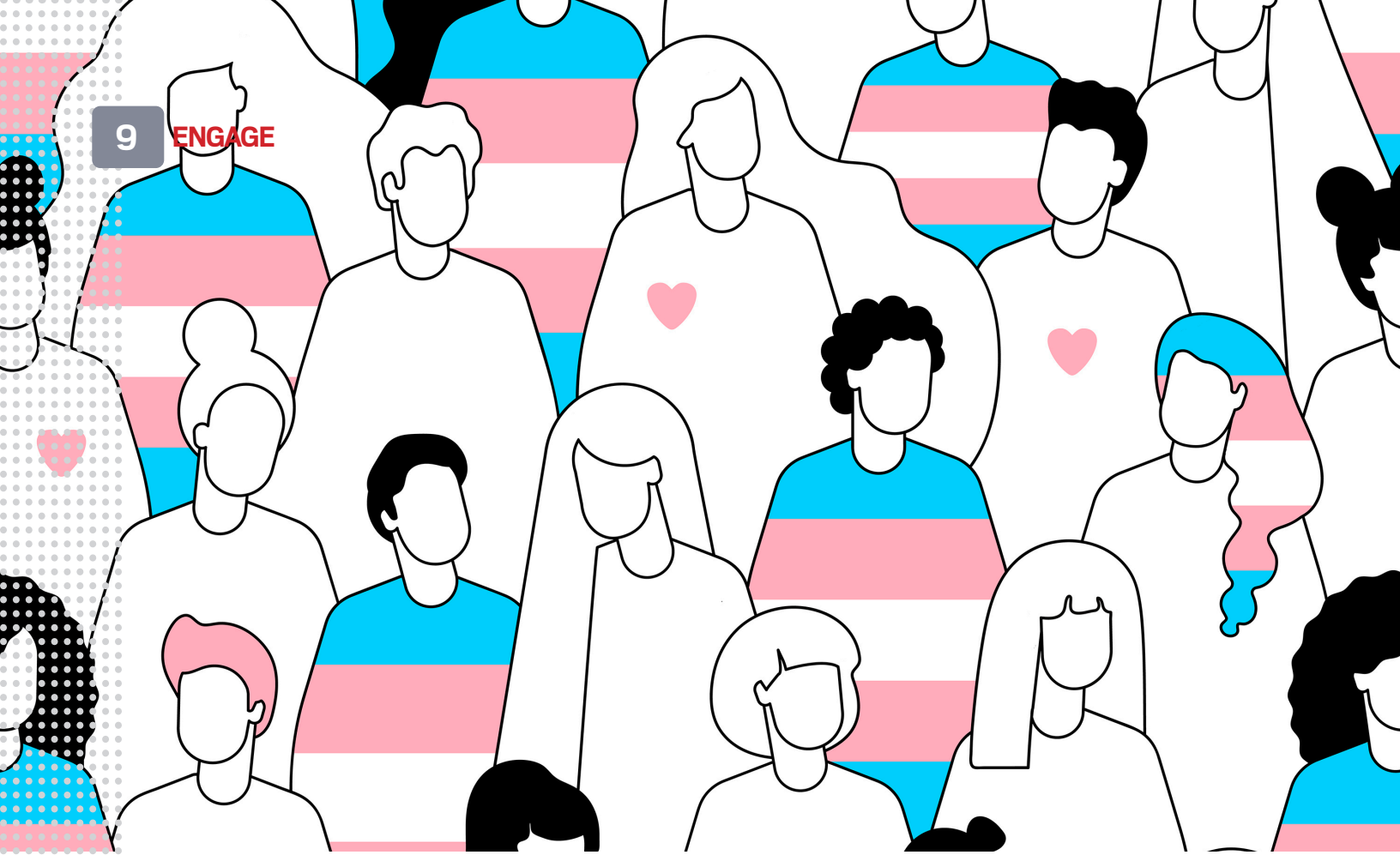
I traversed different career paths to be where I am today. I studied medicine

at King Edward Medical College. I left it to be part of the Civil Services of Pakistan because I wanted to impact people's lives. After many years as a civil servant, I established Akhuwat with the help of friends, mentors and volunteers because I wanted to realise the vision of a poverty-free society. All of this has not happened overnight; it took many years of struggle and perseverance to be at the stage where Akhuwat is. The credit for this success goes to Akhuwat's employees, volunteers, donors and friends all around the world who have contributed to its success. It is not the position or authority that builds institutions; it is the benevolence, gratitude, solidarity, compassion and empathy. Everything evolves with time; my journey is and always has been for the cause and not the power. Akhuwat's operations are in good hands, and the team has decades of experience in carrying out its operations successfully while also expanding. A leader's primary goal is to build a team and empower it. I have full faith that the Akhuwat team will continue to do so. Although my title has changed, I am as committed to Akhuwat's cause as I was the day Akhuwat was founded.



What advice would you give to our students who want to give back to society and work towards alleviating poverty in Pakistan?

I believe everyone has a role to play in fighting rampant poverty in our society, especially when our economy has been experiencing a downward turn. The philosophy of Mawakhat, the basis of Akhuwat's principles, teaches everyone to support those who are less fortunate. One does not need to wait for a great opportunity to contribute to this cause. Anyone in any capacity can play their part. Look around you; I am sure you will find people who need your assistance. It is important that we create an impact in the lives of those people who are underprivileged. Extending a helping hand helps them and brings you closer to being a good human. You do not have to be a great leader or create an organisation to do that. Every person can make a difference, and everyone should try. Empathy and compassion are two cardinal principles we all must have.



Gender, Bodies, and Economic Struggles of Transgender Workers

SDSB Associate Professor Dr. Junaid Ashraf explores the challenges that transgender workers face as they navigate discrimination, unequal pay, and limited job opportunities due to societal and institutional biases.

Recent law on transgender rights has created much controversy. The opponents of the law are very vocal about how the new law will legalise morally reprehensible actions of the transgender community. However, the contours of the debate go beyond the new law or its lacunas and highlight the deeper issues faced by the transgender community in Pakistan. At the centre of the controversy is the difference between the body and the (assumed) gender of transgender people. For the critics of the bill, it is OK to allow transgender rights to those born with an anatomic 'defect' but not to those biologically men or women who do not act the part. So, the argument is simple but with harsh consequences for the transgender community, most of which comprise male to female transgender

people: if you are born as a male child; you must grow up to appear, walk, and talk like a man. Not acting like a man makes the transgender person a suspect in the eyes of society, an unauthentic person, and a moral deviant who should be punished for his/her transgression. The opponents of the bill have also used similar arguments, thus sustaining and further encouraging the symbolic, economic, and physical violence already faced by the transgender community. Let's look at these issues in more detail.

What are the first thoughts that come to our minds when we see Khwajasiras on the roadside? Some of us pity them, but mostly it's a feeling of discomfort, disdain, or outright hatred. The primary home of these feelings is the gender classifications, roles, and behaviours we are born into.

We live in a world of gender binaries where each gender is expected to act in a certain manner. When we don't see a person enacting the well-established gender script, we find it difficult to place the person in our entrenched gender cognitive scheme. But from the difficulty in placing a person in our established gender binaries to the feelings of disdain and disgust lie the discourses that describe the male to female transgender people as sick individuals violating society's moral codes for their depraved pleasure and, more importantly, economic gains. For example, a piece recently written against the transgender rights law presented the following fictional scenario where a 'normal' man declares himself as a (trans) woman and starts working in a female college: "He would be in the midst of

hundreds of women, both teachers and young students—inappropriately interacting with them; staring at them; and doing God knows what else, on a daily basis.” After presenting the provocative fictional situation, the author claims that the new law will make this an everyday reality because any male now has the power to declare himself as a female and will have access to ‘women only’ places. Horror fantasies like these are invoked in the public discourses that reinforce the identities of transgender people as moral deviants. What further demonise them is the charge that their appearance is a clever way of making good money and living a comfortable life. When we see transgender people walking the streets begging or soliciting sex work clients, these preconceived notions etched in our minds are further reinforced, causing us to disapprove and condemn them. Given the discourses that we live in, it is not hard to imagine why transgenerness is equated with moral depravity for economic gains. So, the question is, are they faking their transgenerness to make economic gains or are economic structures partially responsible for the horrible life conditions that these ‘unauthentic’ transgender people are facing? A scrutiny of their working lives reveals that the real crime of transgender people is not becoming transgender or opting for sex work. Their real crime is being born into a wrong economic class and then ‘adopting’ the wrong gender.

Born in working-class families, life is already tough for most male-to-female transgender children, as they are expected to work at a very early age to support the economy of their household. When some of these transgender kids who are anatomically male but believe that they are born with a ‘female spirit’ do not follow the entrenched gender scripts, heaven falls on them. Their style of dressing, walking, and talking, gives away the fact that they are not ‘normal’ young men. The parents are usually the first to beat up such kids to make them mend their ways. This is usually accompanied by harassment and violence by male work colleagues, eventually closing most avenues of dignified work and forcing them to leave their parents’ homes. Homeless and without a marketable skill, dancing, begging, or sex work is as much a choice



to reinforce their transgender identity as it is an economic compulsion, as most other avenues of normal work are closed by ‘normal’ men and women around them. The charge that transgender people are ‘hiding’ their true masculinity to make economic gains is as hollow as the proverbial man entering the women’s college as a transgender woman to take advantage of the women there. Transgender people live through three main activities: traditional dance to collect alms at weddings etc., begging, or sex work. The first is the exclusive domain of ‘authentic’ transgender people, ones who are born with the right (or wrong) genitals to claim transgenerness. This economic activity is jealously guarded by the authentic transgender community leaving the non-authentic ones with only two choices: begging or sex work. There are no reasons to believe that the transgender beggars on the street command any advantage over their competitors, including innocent-looking young children, helpless women holding infants in their arms, or old-age men with visible physical disabilities. The second line of work is sex work, illegal activity, and like all illegal businesses, the cost of doing this business is much higher than other legal lines of work. The precarious status of

transgender sex workers further raises this cost for them. The biggest operating expense in this line of work is the cosmetic cost, which is significantly more for transgender workers due to the higher level of testosterone in their system than their competitors, i.e., female sex workers. On the revenue side, transgender sex workers are, in most cases, believed to be offering an ‘inferior’ substitute product in the market. Hence, they can never fetch a price that ‘normal’ sex workers can demand. In a market which doesn’t favour transgender workers, some of them may get lucky and enjoy periods of economic ease. However, these periods do not last long. Even during these times of economic comfort, their gender haunts them. While many leave their family homes and the gender assigned to them at birth, the family and the gender never leave them. Haunted by the guilt that they did not fulfil the economic responsibilities of a son, many of them feel compelled to send regular money to cater to the household needs of parents, including financial assistance for sisters’ weddings or sending parents for hajj/umrah etc. Short working lives and uneven revenues and spending patterns mean that most of them do not have substantial savings when they reach their ‘retirement’ age, which generally comes as early as the late 30s. It is not hard to imagine the economic difficulties that transgender workers will face for the rest of their working lives. So yes, gender, bodies and economic fortunes are linked, but the relationship may not work the way we are told it works. In the case of transgender people, they are not the ones playing their gender to make economic gains; it is the economic and patriarchal structures playing with their destiny.



Muhammad Junaid Ashraf
Associate Professor
jashraf@lums.edu.pk

Graduate Spotlight

Dr. Rashid Mahmood

MS Healthcare Management & Innovation (2022)



Please tell us a little bit about yourself.

I graduated in dentistry from Nishtar Medical College in 1998 as a gold medalist and best graduate. Then I did my house job at Punjab Dental Hospital & De Montmorency College of Dentistry. Immediately after my house job in 2000, I joined an innovative American company, Align Technology, a manufacturer of the Invisalign Clear Aligners used in orthodontics. I worked there for a few years and served the same company in the UAE for a year.

I moved back to Pakistan and joined FMH College of Medicine and Dentistry as a faculty member, and at the same time, I also established my dental practice. Later in 2005, I joined The Children's Hospital and Institute of Child Health as a postgraduate trainee in Orthodontics. In 2007 I shifted to Punjab Dental Hospital/De Montmorency College of Dentistry as a resident in Orthodontics and completed my postgraduate training in 2008.

During my postgraduation, I continued my dental practice in the evening hours. While looking after my private practice, I also taught Orthodontics at the Institute of Dentistry & CHM Lahore Medical College. In 2019, I earned a Membership in Orthodontics (MOrth) from the Royal College of Surgeons in Edinburgh, UK. In the mid of 2021, I resigned from CMH as a faculty member and successfully completed my MS HMI from LUMS in 2022. The main reason behind my resignation was to expand my dental practice.



Why did you choose the SDSB-LUMS MS Healthcare Management and Innovation Programme after practising dental medicine for 19 years? What influenced the move towards a management degree?

No matter your experience level, it's important to continuously learn and develop new skills. As I advanced in my career, I realised I needed to work efficiently with colleagues, gain deep expertise within my industry, keep up with emerging technologies and manage others.

While I naturally developed most of these skills throughout my career, that final point—management—was the trickiest to develop.

Management is a critical component of any business operation. It is needed in every industry to be productive and profitable. I realised I needed to learn management to better understand organisational behaviour, motivate and influence others, and become a leader in the modern world of dentistry. In a

competitive job market filled with qualified candidates, leadership and management skills are precisely what I needed to excel. So, I joined the MS HMI program at SDSB.

I was self-aware that I needed to be a good manager and not just a dentist, as that is what makes an organisation thrive. However, good management skills are not innate; they come with training. I lacked experience and training and knew it could take my practice to the ground, so I decided to return to education after 19 years. Studying management and leadership has enabled me to succeed in running my business.

At SDSB, I gained the skills to bring my ideas to life, market my business successfully, and run it efficiently.



How was the transition from work to academics, and how did you manage your work-life balance?

As a doctor, I am trained to find a balance; this is part of being a student of medicine. SDSB has a remarkable teaching system, and the class schedule is tailored for professionals like me, so it was never a problem. My weekends were always free for my family. And my weekdays were divided so that I could focus on my practice in the evening and attend my classes in the morning.

What really helped me stay at the top of my studies was the discussion time we had in the morning in the DRs before the actual classes began. My class fellows and I would go through the readings and have some light discussions to prepare ourselves for the classes. Also, the teaching method of the faculty was such that I did not need to put in extra time to self-teach the topics discussed in the classroom. Faculty encouraged class participation and presentations, which helped make learning easy. Hence, managing my work-life balance was not difficult, and it was smooth sailing.



Tell us about your training programmes for newly graduated dentists. You have been running a successful practice for 19 years; why did you feel the need to convert your practice into a teaching clinic?

I have been associated with teaching for most of my professional life; I was teaching at CMH until 2021. And one thing I realised while practising dentistry is that there is a lack of skill development in



Just as communication is the cornerstone of all good business relationships, relationships are the cornerstone of great business success.



the upcoming dentists. In expanding my practice, I had to find individuals to whom I could delegate responsibility. Hence, I decided to mentor young dentists and help them find their niche in the healthcare industry. Being a good dentist does not necessarily make you a good manager, and to help young professionals learn the ropes, I converted my practice into a teaching clinic.



What advice would you give to the next generation of healthcare professionals after your experience in the MS HMI programme?

Just as communication is the cornerstone of all good business relationships, relationships are the cornerstone of great business success. However, how do you build these relationships from the ground up? How do you make connections and network in such a competitive business arena? If you want answers, I advise the next generation of healthcare professionals to join MS HMI at SDSB.

To succeed, you need to learn about the decision-making process—from what aspects constitute a “good” decision to understanding how social, political, and emotional factors play a key role in the process.

At SDSB, you learn how to recognise

and avoid key pitfalls that undermine successful decision-making processes. You can also improve individual and group decision-making and inspire a mindset of inquiry within the organisation you decide to join.

The programme goes beyond the information that you obtain. A major reason I came to SDSB was the connections and network I could build within the programme. We were consistently given the opportunity to collaborate with peers, gain insights from fellow students, and work out any challenges or questions I had. SDSB has strong connections with healthcare professionals throughout Pakistan, giving us a great advantage for networking.

You should be futuristic; look ahead and find your niche!



Describe SDSB in three words.

SDSB is a leadership hub, thinker’s lab, and career launcher.



And finally, what is your favourite memory of SDSB?

I have a lot of fond memories linked to SDSB. However, a few stand out for me. I got to meet the market players, people who were the best in the health industry. I had never imagined I would get a chance to meet them in person and learn from them too. I met PMC (Pakistan Medical Commission) President and networked with him, all thanks to SDSB. This helped me a lot with my practice.

The visit to Fountain House, arranged by my policy instructor, left an everlasting impression on me. It allowed me to see the world as a philanthropist and how important mental health is. It made me self-aware and sensitised me on a subject we ignore in our daily lives.



Introducing The SDSB Luminities Association

Get to know the Executive Committee and Board Members of the
SDSB Luminities Association!

HOW HAS EDUCATION AT SDSB IMPACTED YOUR LIFE AND CAREER?



ANWAR KABIR

MBA '07
President

CEO - Brand Spectrum Private Limited

The LUMS MBA programme transformed my career journey and made a lifelong impact on me. The case method enabled us to actively apply what we learned, which helped prepare us to use this knowledge in our careers.

Our courses involved group interactions with projects and discussion boards, which enabled us to share real-life experiences and learn from one another. Different core and elective subjects gave us a solid base for learning theoretical and practical skills required to succeed in business. All these experiences helped me chart my way as a successful corporate professional, earlier as a senior leader in different companies and later as an entrepreneur when I started my own company in 2017.



MIAN SAAD MAHMOOD

BSc '06
Board Member
CEO – Agriprime

SDSB is a prestigious school. It is an institute that remains a big part of your life even after you graduate. It has been much more than an educational experience. It has been a phenomenal leadership training, personal growth and professional development experience as well. I feel that the prestige of the SDSB name has given me a strong standing in the society.

WHY DO YOU SERVE ON THE SDSB LUMINITES ASSOCIATION?



AHSAN SHEIKH

MBA '98
Vice President
CEO - Kinetic Pakistan

I firmly believe that a student's journey with LUMS is never-ending. Right from when you walk through its gate, corridors, lawns, and classrooms for the first time till you graduate and start your professional career, the bond you develop with LUMS is for life. My sole motivation for being part of the SDSB Luminites Association is to be associated with the students and alums at LUMS and contribute to helping them pursue their passions. As an alumnus and an entrepreneur, I want to see LUMS continue to succeed on an ever-grander scale, and I'm willing to pitch in any way I can to make that a reality.



NABEEL AHMAD ILYAS

MBA '06
Finance Secretary
Head of Sales and Marketing - GFC Fans

As a leading industrialist in Pakistan, I aim to foster industry-academia linkages between LUMS and local industries, particularly in Tier II cities such as Gujrat, Gujranwala, and Sialkot. Better internship placements for SDSB alums across the MBA, MSc Healthcare Management and MSc Public Policy programmes will not only expand students' learning opportunities but will also help bridge the gap between students' knowledge and skills needed in the job market. Since I enjoy a strong network in the industrial cities of Punjab, I will campaign to spread awareness about the programmes offered at SDSB-LUMS, as well as help secure funds from leading businessmen to support the LUMS NOP Programme.

WHAT IS YOUR FAVOURITE THING ABOUT SDSB?



SAJJAD MUSTAFA SYED

EMBA '05
General Secretary
Chairman - Excellence Delivered

What I like best about SDSB is its diverse culture. The SDSB community welcomes people from different social, cultural, economic, religious, and political segments of our society. It is a microcosm of Pakistani society, where we all live and learn in a culture of inclusivity and mutual respect.



ATIF ARIF

EMBA '21
Board Member
Unit Head L&D/ Vice President - The Bank Of Punjab

I think the culture at SDSB, its DNA, is cultivated based on excellence, diversity, and respect, promoting inclusivity and equity within students. The positive learning environment provides a unique yet highly competitive milieu for the brightest students to explore diversified learning opportunities. The case method teaching pedagogy based on the Harvard pattern augmented with the best available faculty is the hallmark of SDSB. Being at SDSB is an experience of a lifetime.

WHAT IS YOUR FAVOURITE THING ABOUT SDSB?



HASAN ALTAF SALEEM

MBA '16
Board Member
Resident Director - Crescent Steel And Allied
Products Limited

LUMS experience as a whole provides excellent, exposure and education for anyone at any level, and I'm no different. However, the most important gift, in my opinion, and a gift that keeps giving is the network and friends we make that last a lifetime..



MAHRUKH ALI MALIK

EMBA '06
Board Member
CEO - Sufi City

EMBA came as a second chance in my professional life, one that would enrich me with invaluable, insightful and life changing experience. An eye surgeon found metamorphosis at SDSB. Concepts dawned upon me and case studies cracked to unfold such mysteries. I finally got my 'Tool Kit' to inch forward. There was so much to learn, that kept expanding with my curiosity and endeavours. I felt the snowballing effect of those classroom learnings as I ran my various enterprises. Each had its own set of challenges, and I felt like the inner vision was instilled in me by the remarkable teachings at the business school. I never looked back; the journey keeps me on my toes, yet it's never left my hopes dispelled.

THE BEST ADVICE YOU HAVE EVER RECEIVED



MUHAMMAD KHALID IQBAL

MBA '99
Board Member
Executive Director - Abacus Consulting (Pvt) Ltd.

Whatever you do, love it, learn it, keep learning, give it more than 100%, never give up, and leave the rest to Allah. If you fail, see it as learning curve, move on, and never repeat the same mistake.



SAHAR ATIF

EMBA '17
Board Member
CEO - Sahar Atif Design Studio

'Don't worry about the future; or worry but know that worrying is as effective as trying to solve an algebra equation by chewing a bubblegum. Don't waste your time on jealousy; sometimes you're ahead, sometimes you're behind; the race is long, and in the end, it's only with yourself! Keep your old love letters and throw away your old bank statements. Whatever you do, don't congratulate yourself too much or berate yourself either. Your choices are half chance, so are everybody else's. Get to know your parents, you never know when they'll be gone for good.' - Baz Luhrmann



Give Her Credit: How to Expand Women's Access to Finance

This article is based on the paper *Impact of Gender on Access to Finance in Developing Countries*, published in *Applied Economics* (2021).

INTRODUCTION

Women disproportionately face financial access barriers that prevent them from participating in the economy and improving their lives. Access to credit can open up economic opportunities for women, and bank accounts can be a gateway to using additional financial services. However,

women entrepreneurs and employers face significantly greater challenges than men in accessing financial services. Without access to finance, women face difficulties collecting and saving income, growing their businesses, and pulling their families out of poverty. As a result, women remain largely excluded from the formal economy.

Nighat Seema, Fazal Jawad Seyyed and Choudhry Tanveer Shehzad (Lahore University of Management Sciences) investigate the effect of female ownership on access to finance on a broad panel of developing countries. Female owners generally face more credit constraints compared to their male counterparts. However, such

constraints are lower for women-owned firms with experienced senior management. Women-owned firms deal with fewer credit restrictions with a better institutional and policy environment in a country.

Existing studies provide evidence for the relevance of gender and its effect on access to finance. However, the impact of women ownership on access to finance has not been extensively studied in the developing markets. This research adds to the existing literature by examining the effect of women ownership on access to credit in the developing world at different levels of managerial experience as well as country-level institutional development.

RESEARCH SUMMARY

The authors investigate the effect of women ownership on access to finance at different levels of top-management experience. The literature shows contradictory results on the relationship between gender and access to finance. Managerial-level experience is introduced in the equation to explain these contradictory results and the broken relationship between gender and access to finance. The authors also test for the role of Country Policy and Institutional Assessment (CPIA) indicators in moderating the relationship between access to finance and gender. This paper is the first of its kind to use CPIA indicators in this stream of literature. World Bank CPIA indicators are used to measure gender equality, transparency, accountability, and corruption in the financial sector for each country. It allows the authors to test if country-level policy and institutional factors influence the relationship between gender and access to finance.

As a methodological contribution to literature, an average marginal effect to estimate the effect of women ownership on access to credit at different levels of managerial experience and institutional development is used. The authors have used a sample of the world's developing countries to provide a broader perspective compared to previous studies.

PRACTICAL IMPLICATIONS

The findings suggest that women-owned firms with more experienced senior managers face fewer obstacles

in access to finance. At the same time, the authors found evidence that at lower levels of CPIA indicators, the financial barriers are higher for firms owned by women; however, with the enhanced improvement in the levels of CPIA, women-owned firms face fewer obstacles in access to finance. Also, the findings remain robust when tested across a sample of small and medium enterprises (SMEs).

The findings from this paper have noted significant practical implications for the sustainable development goals (SDGs), specifically the SDG-7, i.e., gender equality and women empowerment. Women's social and economic participation in the work environment has advanced substantially in the last few decades, and negative gender stereotypes persist. When participating in the labour market, women face a range of subtle barriers associated with their gender (e.g., gender role assumptions).

The results are useful for government and non-government agencies concerned with ensuring gender parity in the economic context. The study is helpful for the government to design and implement the policies for the selection and development of women as top management executives as well as women entrepreneurs. Achieving women's economic empowerment involves more than isolated technical interventions; it is an inherently political process requiring challenges to established norms, structures, and power sites.

Seema, Seyyed and Shehzad (2021) can also guide central banks and financial institutions in drafting policies to ensure access to finance for women entrepreneurs in developing countries. Central banks can be instrumental in paving the path toward a more inclusive future by empowering women entrepreneurs and helping overcome the obstacles that many face daily in accessing and using financial services.

Finally, this study can help students and academicians of gender studies to enrich their understanding of financial inclusion for women in developing countries. It affirms the premise that women are more discouraged borrowers as compared to their male counterparts in developing countries.

REFERENCE

Nighat, S., Seyyed, F.J., & Shehzad, C.T. (2021). Impact Of Gender on Access to Finance in Developing Countries. *Applied Economics*, 53(57), 6582-6610. <https://doi.org/10.1080/00036846.2021.1947958>



Nighat Seema

PhD Management Candidate
nighat.seema@lums.edu.pk



Ch Tanveer Shehzad

Associate Professor
tanveer.shehzad@lums.edu.pk



Fazal Jawad Seyyed

Visiting Faculty
fazal.jawad@lums.edu.pk

IN MEMORIAM

In remembrance of Suleman Dawood School of Business students who passed away in 2022.



Amna Khan
(MS Business and Public Policy 2021)



Aqsa Fatima
(MBA 2022)



Muhammad Qasim Awan
(MBA 2021)

Those we love don't go away,
“ They walk beside us every day, ”
Unseen, unheard, but always near,
Still loved, still missed and very dear.
~Unknown

ARZOO ALI GAUZHAR

Manager, Centre for Business and Society





Behnaz Chavoshian and Aamer Ali Gauhar (Arzoo's parents) in Utah



Tell us a bit about yourself and your family.

My life has been a mosaic of many cultural and linguistical shades. My mother belongs to Tehran, Iran, born to an exceptionally indomitable and spirited woman who spent many years of her life as the founding principal of a renowned school in Tehran. Her father was a morally upright and honourable, socialist man, a mathematician by profession, who founded a chain of schools known as Khwarizmi across Tehran. On the other hand, my father was born to an immensely kind-hearted Pushtoon man who had served in the Pakistan army and a left-wing sari-clad mother from South Africa with South Asian roots. His parents had met in London, where his mother was studying at the renowned Fabian institution, the London School of Economics and Political Science. She hailed from Cape Town and was a left-wing intellectual in her own right. My mother is a psychologist trained in early childhood education for children with special needs, and my father is an industrial engineer who represented Pakistan in the national basketball team. They met in Utah when they were both pursuing their masters'.

I was born in Iran and spent my summer holidays in my maternal grandmother's home in Tehran. My fondest

memories of summer are embedded in the narrow streets of Bahar-e-Shiraz that cradle my late grandmother's house. My most cherished memories are walking hand-in-hand with my elder sister in those bustling streets while my grandmother secretly sent a chaperon to follow us, so we didn't get lost.

In 2014 I left to pursue my master's in International Development from Cornell University in New York on the Fulbright scholarship. I returned in 2016 and joined Kashf Foundation in their strategic communication department. At Kashf, I pursued my passion and interest rooted in the intersection of gender, social equity and inclusion. Later, I joined LUMS as the manager of the Centre for Governance & Public Management (CGPM), which was later merged into the Centre I manage now, the Centre for Business and Society (CBS).

I got married in 2019; my husband belongs to the real estate development world, a world quite different from mine but one that fascinates me to the core. Our daughter, Aliyana, is a year and a half old and has already developed a rather strong mind and (many) opinions of her own—something I joyously revel in every day.



Who have been the strongest influences in your life?

I believe my worldview was carved at a rather young age because of my time with my paternal grandmother, Ammi. I would spend hours at length with her while she

would narrate to me tales of her summers devotedly spent in Skardu, Baltistan. She had spent the last years of her life working in Baltistan on maternity and child health while living in extreme conditions. In 1992, she successfully set up a Maternal and Child Health (MCH) clinic, which was later named after her, Al-Khadija by the indigenous community she had come to know as her very own.

Growing up in a home whose foundation was built on the ethos of social justice and equity, I often found myself in the company of passionate (and at times heated) dialogues on social inequity, the plight of the marginalised, and the patriarchal social fabric that governs life in our society. These conversations strongly influenced my sister and me, and to continue the work my grandmother had started in Skardu, we founded a charity called Project Arzoo in 2012. In the last ten years, Project Arzoo has worked closely with the social welfare department at the Children's Hospital to fund the medical treatment of hundreds of ill children who belong to extremely impoverished and underprivileged families. Project Arzoo collects funds for providing medicines and tools required for surgeries, diagnostic tests, hearing aids, wheelchairs, artificial limbs, etc., along with recreational programmes for children under treatment at the hospital for prolonged periods.



How would you describe your job?

I am the manager at the Centre for Business and Society (CBS) at the Suleman Dawood School of Business at LUMS. I joined LUMS in 2017 as the Centre for Governance and Public Management manager, which was merged into CBS in 2019.

As the manager of CBS, I work to advance the centre's mandate of creating social impact and positive spillover in the communities we work with through various activities. Our centre's blueprint largely draws from the UN's 2030 agenda for Sustainable Development and the 17 SDGs. I, along with my dedicated and passionate team, design and curate activities and programmes centred around the SDGs with a wide spectrum of internal and external stakeholders, including students, faculty, academics, policymakers,

NGOs, CSOs, and representatives from the public sector. Our activities range from capacity-building training to conferences, seminars, webinars, student competitions, edutainment events, student programmes rooted in social impact, and working with faculty on donor-funded grants and projects. All the while, social advocacy remains at our core.

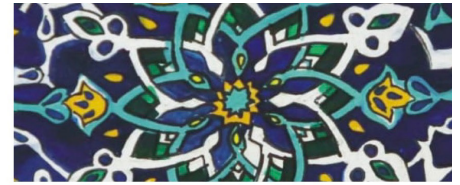
I love that right at the heart of my job lies the most fundamental value, working hard to do good by the people and the communities surrounding us. This is particularly important for the marginalised who may not have the muscle to bring these important dialogues to the forefront of business and society by themselves. From our work with the The Citizens Foundation (TCF) students, to our efforts to highlight the importance of gender equity for a progressive and productive society, to creating a safe space for traditionally tabooed topics such as menstruation hygiene, we have been at the foreground, taking up pertinent societal issues, and making them part of mainstream discourse.



You work closely with students; in your opinion, how engaged is the next generation to create a positive impact on society.

When we were working on the vision paper for a new, all-encompassing centre (later to be known as CBS), one dominant theme that laid the foundation for this new centre was to inspire, motivate and mobilise our students to become active agents of change as future leaders in both business and society.

Taking this vision forward, when CBS was formally launched, our team made an exceptional effort to work with the student body at LUMS. What surprised us rather pleasantly was the degree of uptake and ownership we saw in our students. Be it as volunteers for the centre's events or conferences or participation in student competitions; we always got an overwhelming response from our students who were ever-so-eager to contribute and work with us. The best testament to our students' commitment to creating social impact would be the incredible success we have met in our Ambassadors of Change Programme. This programme



is a collaboration with The Citizens Foundation, and we have successfully administered three cycles over the past two years. The programme brings together our student volunteers as teachers/coaches and TCF alumni as students, who attend classes over the weekend during a 3-6 month cycle to improve their English and mathematics test-taking skills. During each cycle, our team is awestruck by our students' commitment to this programme and how they take complete ownership of their role as teachers to the TCF students. They do an exceptional job teaching them the curriculum provided by TCF, and they also help them polish their soft skills and regularly mentor them in navigating challenges in their academic and personal lives. It is purely because of our students' unwavering dedication to this programme that we have delivered successful cycles one after the other.



Can you tell us about your work with the Africa Impact Group?

During my master's programme at Cornell, I took a consulting course that linked a team of 5 people to the Africa Impact Group (AIG), which has pioneered 'impact investing' in Sub-Saharan Africa. During a semester-long engagement, my team and I worked to assess the viability and applicability of impact bonds

in the field of workforce management in that region. At the culmination of this engagement, we presented a feasibility report which was used by the management of AIG to strategise whether the Sub-Saharan region was ready for impact bonds to be introduced as a potent investment instrument.



What would people be surprised to learn about you?

That I love to paint. I took up fine arts in my A-Levels and compared Islamic tilework in the Persian Gulf and the sub-continent. I spent hours and hours at length drawing and painting miniature geometric designs of the most breathtaking artwork that adorns the mosques in the sub-continent and the floral patterns that dominate Persian tilework. After I completed my A-levels, it has been difficult to find the time to paint as much as I would like. But my artwork decorates the walls in my parents' home and seems to be amongst their most prized possessions.



Describe SDSB in three words.

Shaping impactful leadership.

ENVISION YOUR SUCCESS

SDSB – MASTER'S PROGRAMMES



Transform business and society through our specialised 1.5-year Master of Science (MS) programmes offered at the Suleman Dawood School of Business. Students in these programmes will receive high-level training in functional business areas, including Finance, Accounting, Economics, Data Analytics, Marketing, Policy, Supply Chain, Management, Entrepreneurship and Strategy. All programmes will include a field project to enable practical engagement and application of knowledge in the industry.



Accounting and Analytics

Process automation, cloud computing, blockchain-based systems and artificial intelligence are reshaping the work of accountants. These advances have resulted in new skills requirements, in addition to core knowledge dimensions of accounting, reporting and control, which accounting and related service professionals must possess. The Master of Science in Accounting and Analytics (MS-AA) will prepare students to mobilise growth by understanding the emerging challenges afoot in accounting, financial accountability reporting, and decision-making through quantitative and qualitative information analysis. Graduates will be prepared for careers in manufacturing and service organisations, multinational corporations, consulting firms, consulting arms of professional accounting firms, financial institutions, regulatory bodies and public sector organisations.



Business and Public Policy

The Master of Science programme in Business and Public Policy will equip students with knowledge, understanding, and experience related to the management of modern public organisations. It will expose them to the role of government in public policy, decision-making, and the advancement of business and economic activity. It aims to provide business understanding tied to leadership-based knowledge in public policy to open up engaging careers in public sector spaces, chambers of commerce, consulting firms, policy communication, and government relation divisions within private enterprises, and non-governmental and civil society organisations.



Financial Management

The Master of Science in Financial Management (MS-FM) is envisioned to advance financial institutions and the wider economy through analytical, quantitative, critical thinking, and applied research skills. The programme is structured to cover foundations of modern finance, take account of global and local finance issues, and refine the financial circuitry underpinning value creation and value addition across sectors. Students will develop analytical, mathematical, critical thinking, and applied research skills essential for engagement in the financial sector. They will also be able to lead financial practice innovations. Additionally, those seeking the globally recognised Chartered Financial Analyst (CFA) qualification will also benefit from this programme.

Find out more at: <https://sdsb.lums.edu.pk/masters-science>



Healthcare Management and Innovation

The MS programme in Healthcare Management and Innovation will equip our students to become leaders in healthcare management, to design innovations suited to community needs, and to create value for a diverse society. The programme will develop knowledge of the design and management of healthcare organisations combined with insights into challenges posed in healthcare settings and systems. A combination of intensive course work, diverse faculty and student body, and an engaged learning experience will prepare our students for impactful managerial and consultancy positions in public and private healthcare organisations as well as opening doors to entrepreneurship in the healthcare sector.



Supply Chain & Retail Management

The Master of Science in Supply Chain and Retail Management (MS-SCRM) integrates instructional methods, knowledge from two rapidly growing sectors, i.e., supply chain and retailing; and seeks to develop strategic thinking for future leaders. The programme will develop capabilities in the design, development, implementation, and improvement of major supply chain and retailing operations. Graduates will have a strong grip on modern supply chain and retail management practices; understand warehousing and logistics management, learn about developing competitive advantage through effective sourcing strategies and supplier management, and adapt to emerging needs in the supply chain and retail context.



Technology Management and Entrepreneurship

The MS programme in Technology Management and Entrepreneurship fuses modern business administration issues with state-of-the-art technology management approaches. It offers robust training in the qualitative, quantitative, and innovative aspects of technology and innovation management while also developing an entrepreneurial mindset. As graduates of this programme, our students will enjoy a unique and highly marketable profile that will prepare them for careers in various organisations, from small technology start-ups to large established companies, consulting firms, public organisations, supply chain logistics, project management, and innovation management spaces.

Aneka Sufi

PhD Management Candidate

Put a couple of finance enthusiasts, operations scholars, organisational behaviour researchers, and empirical qualitative researchers in one room. What do you get? 911. No, wait, I meant 119. But seriously, when it came to establishing the efficacy of one academic discipline or research paradigm over another, Room 119 became loud with academic banter as a volley of arguments flew from one camp attempting to obstruct the claims of another. That's the room where my PhD story began. Nevertheless, now and then, 119 also became a junction of community and camaraderie.

My quest for understanding organisational problems that continue to exist, along with my pursuit of a lifestyle that gave me more freedom over how I expend my energy brought me to SDSB's PhD Management programme at LUMS. It was the obvious choice because of its distinguished faculty, that is known for its dedication and teaching excellence,

The first 18 months were coursework. "Revisiting Paradigm(s) in Management Research: A Rhetorical Analysis of the Paradigm Wars". That was one of the first readings in my PhD programme. With my MBA background and about six years of corporate experience in multinational companies, I found myself struggling. Phrases such as "radical structuralism" and "epistemic incommensurability" seemed like another language. To be honest, my shift from corporate to academic had landed my 206 bones, 600 muscles and 80 billion neurons in the middle of a paradigm conundrum.

The coursework allowed me to explore a diverse range of literature and statistical analyses. The instructors encouraged us to engage with them in candid discussions on existing scholarship and our ideas. The small class size helped. Coursework was accompanied by workshops with business school faculty as well as international researchers organised by the Research Unit on various aspects of the research cycle. These became a source of ideas, knowledge and inspiration. But like most other graduate programmes in SDSB, there was a lot of work. Preparing assigned readings for the class was one thing; every semester, we were technically working on three individual research projects alongside. I looked forward to the end of the coursework. A milestone – one of many that our ever-available programme office

would help us edge towards during the course of the programme.

Little did I know, what awaited me was one of the most challenging, confusing, uncharted, but most intellectually rewarding times of my life. Since my coursework, I have been working on my dissertation with the guidance and encouragement of my supervisor, Dr Arif Nazir Butt and the PhD committee. There has been a constant emphasis on significant original contribution to knowledge that is relevant to scholarship and practice. In the process, I am learning how to flex my cognitive muscles and a range of research skills, including how to articulate the knowledge gap, synthesise literature, build the theoretical framework, develop the research design, contextualise the findings, and manage the research project as a whole. Each interaction brings something new to question and learn.

There is little time to experience the social and literary happenings around campus. But, once in a while, the happenings come to my window sill. In my first semester, I remember waking up to the sound of the song "Abhi to party shuru hui hai" (The party has just started). I found out it was a group of undergrad freshmen singing, shouting and dancing outside at 3 a.m. and I had an 8 a.m. class to get to in the morning. It has been an eventful couple of years.

My interactions with faculty members have drawn me to many opportunities to learn. I have had the chance to attend international conferences and review papers for international journals and conferences. I have also had the opportunity to write a case which helped me learn and appreciate the iteratively complex process of building a story. But the climax came when the case got published—my first academic publication. Also, during my PhD, I attended teaching workshops led by renowned international professors that were organised in LUMS. These were followed by an opportunity to do a teaching assistant role which gave me an inspirational perspective on undergraduate teaching. My teaching experience

has been humbling. I have found it to be a universe of thoughts, ideas, feelings, values, and experiences.

Beyond the instances of uncertainty, anxiety, self-doubt, sleep deprivation, tears, and vitamin D deficiency that most PhDs can relate to, being a PhD scholar at SDSB-LUMS has taught me research skills that are acknowledged on international forums; as well as intrapersonal skills that have kept me persevering. Living through an extraordinarily rigorous experience in an ecosystem with a legacy of academic brilliance and business impact has given me the stimulus and space to evolve as an academic and a person.



Interview With Mehreen Shahid

(BSC' 2009)

FOUNDER AND EXECUTIVE DIRECTOR
SAFE DELIVERY SAFE MOTHER

You graduated from SDSB in 2009 with a in accounting and finance. What are you doing now?

I am the founder of the Safe Delivery Safe Mother (SDSM) organisation, which is working to improve and strengthen maternal and reproductive healthcare across Pakistan. Currently, I am running SDSM, and alongside, as a development consultant, I advise

governments and clients in Pakistan and abroad on health systems, gender equality, economic empowerment and private sector engagement to enhance social impact. I have successfully implemented public-private partnership delivery models that strengthen health systems, contributed to high-level policy dialogues, designed training curriculums, developed strategy and

monitoring and evaluation frameworks, launched digital data reporting tools, conducted advocacy campaigns and built the capacity of community health workers and skilled birth attendants. Before this, I worked at McKinsey & Company, the World Bank and the Clinton Foundation in New York.



Can you tell us a bit about Safe Delivery Safe Mother and what inspired you to start this venture?

I started Safe Delivery Safe Mother back in 2017. I had recently moved back to Pakistan. I was working in New York then, and I remember feeling very lucky to have figured out that I wanted to work in the public health field. I was inspired and committed to making meaningful change and give back to Pakistan. So, when I came back, one of the key issues I saw in public health were the high maternal mortality and fertility rates in Pakistan. I spoke to people in this field and did a lot of research and what shocked me was that over 70% to 80% of maternal deaths are preventable and treatable.

The lack of healthcare facilities, education, malnutrition, poverty, and socio-economic challenges are some of the major contributing factors to Pakistan's high maternal mortality and morbidity rates. When I looked at the problem from a broader lens, there was a lot of scope for bold and innovative solutions in this field, and this is exactly what got me interested. Many people do not know that when you work in maternal and reproductive health, you essentially work on strengthening the public health system of an entire country. At the primary healthcare level, you see the systems that deliver healthcare, the pain points and access constraints, and the demand and supply challenges. I focused on these aspects, the appalling statistics and the scope for impact and outreach, which inspired me to start my own organisation. Currently, only a handful of local organisations work in this space in Pakistan.



What can be done to promote maternal and reproductive health that aims to reduce maternal mortality in Pakistan?

If we look at where Pakistan stands today, unfortunately, we have one of the highest maternal mortality and fertility rates in South Asia and globally. To reduce maternal mortality, we need to develop a systemic and holistic approach that takes both the public and private sectors on board, and three concrete actions must be taken. First, we must develop institutional and legislative policies to ensure women have access to the required facilities and resources. An example of this is the urgent need to prioritise population control in Pakistan, which can only happen if we have political will and policies that improve women's economic, social and legal status.

The second is to have the available resources and infrastructure to execute those policies. Third, we see a major disconnect between top-level policy dialogue and realities at the grassroots level, both of which need to be aligned to address the most pressing challenges. I work a lot in rural communities, and I have seen health staff at primary health facilities overburdened with data reporting through duplication on paper and digital platforms. This directly affects the quality of care at these facilities as the staff cannot dedicate the time and care needed for their patients. So, a seemingly simple provincial policy decision on the quantity and frequency of data reporting has huge implications in the field, especially within the public sector network. To sustainably improve maternal and reproductive health in Pakistan, we need to develop a comprehensive policy framework with key stakeholders, including local organisations and partners who



The lack of healthcare facilities, education, malnutrition, poverty, and socio-economic challenges are some of the major contributing factors to Pakistan's high maternal mortality and morbidity rates.

represent the needs of their community and the beneficiaries we aim to serve.



In Pakistan's current natural calamity, what steps is Safe Delivery Safe Mother taking to ensure the maternal mortality rate remains low?

In a country like Pakistan which already has a weak public health system, any kind of natural calamity further cripples the system. The floods this year were catastrophic at an unprecedented level, which has put extreme pressure on our frail

health system. Due to these floods, women are either completely cut off from access to essential care, or healthcare facilities have been washed away in many parts of the country. In such circumstances, our primary goal is to reach and secure the basic needs of pregnant women by providing access to essential resources through which they can deliver safely in rural and remote areas.

I designed a cost-effective, safe birthing kit which contains essential items for pregnant women to deliver safely in low-resource settings. Our kit includes items like cord clamp, blade, diapers and panjeeri for the nutritional needs of the mother. We have distributed over 2500 birthing kits to affected areas in Baluchistan, KPK, Sindh and South Punjab and have ongoing weekly dispatch cycles. Our community-based approach is the most effective way to ensure outreach in these areas and to prevent maternal deaths. We collaborate with local organisations and provincial governments and setup medical camps through which midwives and pregnant women of the community are counselled on the use of our kits. For me, one of the highlights of our work is serving diverse communities with different cultural norms and languages. We ensure acceptance and use of our techniques and safe birthing kits through pictorial videos and informational pamphlets, which we have translated into all provincial languages.



What did you most enjoy about the BSc programme?

When I reflect now, I think there were many enjoyable aspects of my BSc programme ranging from academics to sports. My four years enabled me to develop my skills and push my boundaries. The first time I had to give three exams within 24 hours, I was completely unnerved, but having gone through that and done it, I realised that I was capable of so much more. I think the BSc programme was quite competitive and rigorous, especially ACF, which was great for building a solid foundation in business, finance and marketing, all of which are needed in every sector one works in. My undergraduate experience was formative for me as it enabled me to develop my skill set, hone my strengths and discover my interests. Beyond academics, I am very sporty, so I had a great time playing cricket and football and enjoyed hanging out on campus with my friends, which at the time was referred to as wailiyaan (probably not a cool term anymore).



Who was your favourite instructor, and why?

I feel that from my ACF degree, there were many favourite instructors because I took a range of courses based on my interests. At the time, Dr. Zeeshan Ahmed used to be there, and it was amazing how he made corporate financial reporting fun for a person like me who mostly identifies as a non-finance person. Dr. Inam ul Haq was also great; studying marketing courses with him was a fantastic experience. Learning through actual case studies and looking at a more practical side helped me understand how these skills are applied in real-world scenarios.



What has been the biggest challenge since leaving SDSB?

While studying ACF, I knew I would not pursue this as a career option. I think I got lucky and discovered my true passion for development and social impact somewhere along, so I was pretty clear on what I wanted to do. I did my postgraduate in public policy from the University of Oxford on a full scholarship, but between that and my time after LUMS, I was trying to figure out how to get on this academic and career path. For me, it was a very self-taught and self-learning journey with relatively minimal support, perhaps more so as a woman. At the time, I think this was back in 2010-2011; public policy was not a well-known field in Pakistan, so the biggest challenge was navigating how to get started and take that first step.



Your future goals.

At SDSM, we believe that maternal and reproductive healthcare is a basic human right and envision to make essential services affordable and accessible for all the remote and under served areas of Pakistan. As we build on our phenomenal impact in the last four to five years, my goal is to continue the momentum of SDSM's work to reach more areas of need through a range of systems strengthening and digital solutions. We have grown tremendously by working closely with provincial governments and partners through effective public-private partnership mechanisms. We have trained

over 1000 community health workers and skilled birth attendants who positively impact over 350,000 annual pregnancies and deliveries across Punjab and Gilgit-Baltistan.

Over 90% of women in our country are or will be mothers at some point in their lives, and yet a family-oriented society like ours does not ensure the right resources or access for women, with rural demographics showing the worst statistics. We need to provide facilities and supplies and train health staff to provide essential services while also raising awareness and creating demand in communities. I have been focusing on these important aspects through our work at SDSM, for which we have received a lot of support locally and internationally. We have won competitive global grants from Johns Hopkins University and USAID, so I feel we are on a great trajectory regarding the

I urge students to trust their instincts, follow their passion, let others challenge them and most importantly, challenge themselves! That is how you will create and own the most successful and impactful solutions in your work.

need in Pakistan and the areas we serve. Alongside, I work as a senior consultant and technical advisor to development sector organisations outside of Pakistan through which I share my expertise on a global platform, which I will continue to build further.



What career advice would you give management students wanting to work in the development sector focused on health and women?

My advice to management students, and I've had quite a few of them reach out to me seeking advice on how to work in the development sector – is to be bold, resilient and determined. This is a challenging sector to work in, with a lot of areas, especially in health and gender, being underserved in Pakistan and globally. Yet, this also provides the ideal opportunity to develop innovative ideas and implement urgently-needed solutions within local contexts, which push

the boundaries of existing systems and processes. I tell them not to seek glamour in this work but to work hard and persist in their mission with determination despite the numerous hurdles.

I have in my career faced many challenges, such as ineffective policy-making and bureaucratic delays at regional, national and provincial levels, and local socio-economic constraints at the community level. I have viewed these as exciting growth opportunities to truly think differently. For example, I often go to communities where local customs and beliefs prevent access to essential healthcare and have to be navigated smartly through local ownership, cultivating leadership and creating community champions who provide tremendous support and strength to our life-saving work. My approach on how we address social norms is different every time due to stark cultural differences in communities both within and across provinces in Pakistan. So, I urge students to trust their instincts, follow their passion, let others challenge them and most importantly, challenge themselves! That is how you will create and own the most successful and impactful solutions in your work.



Any good books you have read recently?

I'm a big fan of Urdu poetry. I think my generation has lost touch with our own language. I love the works of Manto and Iqbal, and recently I enjoyed reading Bang-e-Dara, The Call of the Marching Bell, his first Urdu philosophical poetry book published in 1924.



What is your favourite memory of SDSB?

SDSB fuelled my curiosity in an open and collaborative environment with students from diverse backgrounds and perspectives, which was really helpful in shaping me into the person I am today. I remember being able to share my viewpoints without having to worry about reactions from others. Most importantly, I made some great friends from ACF, which I cherish to this day.

To Keep Or Not To Keep:

Punjab Health Foundation



This article is based on the case, The Punjab Health Foundation: Governance Structure and Program Portfolio by Dr. Muhammad Ahsan Rana, available on the Case Research Unit Online Catalogue.

BACKGROUND

Punjab Health Foundation (PHF) was established under the Punjab Health Foundation Act of 1992 with the express objective of promoting and financing the private sector in providing health services in the province. Its establishment was grounded in a growing realisation that the government needed the support of the private and the non-profit sectors to provide healthcare to all citizens and to productively engage health practitioners being produced by local institutions. The autonomy of the foundation was primarily intended to encourage the concerned health professionals to establish and upgrade health institutions and allied projects. This initiative was launched by the Government of Punjab to proactively assist and promote the private sector in broadening the overall health coverage to the people of this province.

THE CHALLENGE

Over the years, the realisation grew at higher levels in the Punjab Government that the organisation was contributing little towards achieving health policy objectives. It had only extended a small amount of loan (PKR 773 million) to a small number of borrowers (951 health practitioners and 52 NGOs). These small-scale operations did not justify the existence of a full-fledged institutional infrastructure.

Arif Nadeem, Secretary of the Health Department, was perturbed over such poor performance. He realised that PHF's functioning required a fundamental rethinking to become relevant to the provision of health services to the public. He was also considering closing down the foundation. Packing up the foundation was one option, but it meant laying off the PHF staff and discontinuing the interest-free credit facility for health practitioners. The other option was to revitalise the foundation by enhancing its credit operations and diversifying into other services for the private sector. However, this required fundamental changes in the PHF Act and Rules, which was quite an undertaking by itself. Both options posed



Packing up the foundation was one option, but it meant laying off the PHF staff and discontinuing the interest-free credit facility for health practitioners. The other option was to revitalise the foundation by enhancing its credit operations and diversifying into other services for the private sector.



a set of important questions which Arif had to think about.

THE WAY FORWARD

Arif Nadeem had an important decision to make. In case of winding up, what was to be done to the existing staff and other assets, including the endowment? Similarly, should the government make alternate arrangements for credit or let the private practitioners obtain it from the commercial sector? On the other hand, revitalisation required deciding how much space the government wanted to cede to the private sector in managing the foundation's affairs. Such fundamental decisions required the Chief Minister's prior assent. Arif started organising his thoughts for a briefing to the Chief Minister.

If you were in Arif's shoes, what would you do? Would you wrap up the foundation and let go of the staff and the interest-free credit given to the health practitioners? Or would you try to find another way to keep the foundation going and make it more relevant to the provision of health services to the public?

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Muhammad Ahsan Rana

Associate Professor
ahsan.rana@lums.edu.pk



Mahira Ilyas

talks to us about her new role at SDSB, digital business & entrepreneurship, and her love of teaching.



Please tell us a little bit about yourself?

I am a teaching fellow and the undergraduate programme director at SDSB. I am also a proud LUMS alumna, having completed my undergraduate and MBA from LUMS. I grew up in Saudi Arabia and then moved to Pakistan for further studies after my IGCSEs, like many of our students. So I feel I can relate to many of them when they come

into LUMS.



What courses are you teaching at SDSB?

So far, I have taught computer and problem solving, and brand management courses. My interest lies in marketing, IT, strategy, and entrepreneurship. I hope to teach courses around those topics as well.



You did your BSc in Computer Science from LUMS in 2002 and your MBA in 2010. What prompted that shift towards a management degree?

Even before joining the undergraduate programme, I already knew and had decided that I would do my MBA and that too from LUMS.

I loved the idea of the case-based method, and when I did get to experience it, it was even better than I had imagined.

I joined the undergraduate programme initially as an Economics major. However, Computer Science (CS) seemed more exciting. Therefore, I switched to CS. At the time, it was exhilarating creating your own computer programmes and the efficiency they brought to the organisations in which you worked. I got a job offer before our final semester grades were in, and it was a fun time. However, while working and being in front of the computer all day long, I started questioning why I had switched as I realised that I needed to interact with people in my work. As life would have it, technology became the centre of our modern world, and the combination of CS and management gained greater meaning and purpose in people's lives and businesses. When that became apparent, I was so glad I had this awesome combination of knowledge from these two domains, and all my regrets vanished. I had made the right choice. Now I teach my students the value IT brings to the business world and how business management can advance and progress much further because of the synergies between them.



You taught in Saudi Arabia for seven years at Imam Abdulrahman Bin Faisal University after your MBA. What made you want to move towards teaching?

Khobar, Saudi Arabia was home for me as my siblings, and I grew up there. It was accidental, though, that I stepped into teaching post-MBA. My dad had just passed away in Saudi Arabia, and I needed time away, so I joined Imam Abdulrahman Bin Faisal University as a part-time teacher to keep myself somewhat occupied. It was during that time that I realised how wonderful it was to impart knowledge, teach young adults, and see them grow and prosper while at the same time knowing you had some contribution to their development. Teaching Saudi students was just as precious as if I were teaching Pakistanis, as that world meant so much to my family and me. Having



said that, I started feeling the need in my heart to come back and impart education in my homeland to help young students prosper and progress. It was with that endeavour, among others, that I returned to Pakistan and was privileged and honoured to have gotten the opportunity to join LUMS and SDSB.



You were appointed as the Undergraduate Programme Director in March 2022. What are your new responsibilities?

As the Undergraduate Programme Director, I oversee the strategic planning and operations of the undergraduate programme. The courses offered, students' enrollment, advising, faculty related administrative decisions, majors and minors and new offerings, SDSB student clubs, interaction with industry, with LUMS and SDSB management, with faculty, with students, with the Registrar Office and Career Services Office, etc. are some of the areas my office gets to work on. It is a very important and exciting responsibility. With the existing great team working with me, we plan to carry things forward and continue to make the SDSB Undergraduate programme the best programme at LUMS and Pakistan.



What do you feel are the most pressing issues in the field of digital business and entrepreneurship, especially in a post-covid world?

As many of us have witnessed, covid helped speed up the digitisation process for many businesses in Pakistan and in the world. It became a catalyst and made everyone gear up faster to the direction where the world was already heading. However, there is still much room for growth, and a lot needs to be converted in Pakistan to digital technology. IT has already become Pakistan's second largest export during this time, and so much opportunity is up for grabs. If things can stabilise politically, I think it's obligatory for the government, industry, and academia to all work together and develop plans, products and services whether in biotech, agri tech, fintech, banking, payments, delivery, transportation, health tech, ed tech and so much more as a strategic economic growth initiative. The need of the hour is the government's role in creating policies and procedures to ease and expand IT-based exports and the readiness of tech and related industries to provide it to the world. Pakistan has great potential, but all stakeholders must be aligned to make things happen.



What do you like to do in your free time?

I like spending time with friends and playing sports when I can. I like playing tennis and swimming. I started biking during the pandemic and feel it's important to remain fit and active for everyone, young and old. I also like travelling a lot. I just returned from my first solo trip to Turkey, and it was so much fun. One learns so much from travelling at so many levels.



What are you reading or watching these days?

I have just begun reading Atlas of the Heart by Brene Brown. I haven't seen many TV shows lately, as everything feels the same. I watched Top Gun: Maverick (at the cinema after a long while) and loved it. I have also been geeking out on educational videos on Brain Science and Neuroplasticity and find them fascinating. I like watching tennis and cricket and am a Roger Federer and Babar Azam fan.



Ensure Sustainable Consumption and Production Patterns

This article is based on the paper, *Economic Assessment of a Serial Production System with Random Imperfection and Shortages: A Step Towards Sustainability* - published in *Computers and Industrial Engineering* (2022).

INTRODUCTION

Worldwide consumption and production — a driving force of the global economy — rest on the use of the natural environment and resources in a way that continues to have destructive impacts on the planet. Economic and social progress over the last century has been accompanied by environmental degradation that is endangering the very systems on which our future development depends.

Recent paradigm shifts in production have evolved away from only economic

considerations and toward the three pillars of sustainability: economic, environmental, and social, in order to accomplish sustainable development goals. While production research has undergone a radical shift, quite a few studies in the production management literature have addressed sustainability challenges.

The last few years have brought many experiments with forms of sustainability assessment, applied at the strategic and project levels by governments, private-sector firms, civil society organisations and various

combinations. The attractiveness of the work so far suggests that it is now time to prepare for comprehensive adoption and more consistent application of the requirements and processes.

The comprehensive relations between environmental management and industrial development have improved, and the focus of the governments has shifted towards excellence in sustainable manufacturing. The increasing global warming has forced manufacturers to practice sustainable production policies and become more concerned about

environmental protection by controlling greenhouse gas (GHG) emissions. Ultimately, supply chains are making attempts to enhance their environmental performance. Thus, environment-friendly policies of a business can uplift its sales and profitability by improving its brand image.

RESEARCH SUMMARY

To address the concern about developing sustainable strategies for multi-stage production, this research analyses a cleaner multi-stage production management system for carbon emissions reduction and active participation in corporate social responsibility (CSR) activities while advancing the system economically. Three scenarios of random, imperfect proportion are constructed, and a reworking opportunity is implied to clean the multi-stage production system. A planned backorder policy is advised to address anticipated shortages and improve the system's service level. Analytical optimisation techniques are used in the developed situations to determine the appropriate batch size and backorder quantity, minimising the system's overall cost and achieving global optimum solutions. Numerical evaluation and sensitivity analysis are also used to conduct a comparative examination of the model scenarios.

Muhammad Tayyab (LUMS), Salman Habib (University of Engineering and Technology), Shakeel S. Jajja (LUMS) and Biswajit Sarkar (Saveetha University) expand on the research by examining a more socially responsible, cleaner multi-stage production system. The primary contribution of the research is the implementation of a carbon tax, CSR attributes, and backorders in an imperfect multi-stage manufacturing system.

THEORETICAL IMPLICATIONS

Sustainability is becoming more of a priority for society and industry locally and worldwide. Although efforts have been made to develop an intuitive understanding of sustainability, one of the key issues is operationalising the notion. Four elements are inherent in the concept of sustainability: economic, environmental, social, and institutional. The social dimension is frequently seen

as the weakest "pillar". Even though, sustainability is the most important element of existence, CSR-based sustainability continues to lack clarity and maturity in terms of definition, substance, and measurement instruments.

A global survey conducted by Ernst and Young in 2002 highlights that 94% of organisations believe that developing a CSR strategy can provide tangible business benefits, whereas only 11% have achieved significant progress in implementing CSR strategy in their organisations. The Economist (2009) has found that an organisation's CSR strategy influence 70% of overall customer purchasing decisions. This research integrates two imperative research streams: production modelling and sustainability measures.

PRACTICAL IMPLICATIONS

CSR activities affect the system cost, which gradually decreases as we move towards the production system with a higher number of stages. Analysis indicates that a 50% decrease in CSR cost reduces the system cost of a single-stage production system up to 0.74% but a 0.51% decrease in the system's total cost.

Thus, through this analysis, managers can verify the change in optimal cost by adding each unit spent in any CSR activity and adjust the budget allocation accordingly. Reduced greenhouse gas (GHG) emissions and corporate social responsibility have become necessary components of today's production policies to enhance their social and environmental reputation. Therefore, managers emphasise the sustainability aspects of their organisations in their corporate values, visions, and missions.

This research gives guidance for prudently allocating CSR budgets that do not increase the system's cost over a certain threshold amount. Inventory control is the most critical operational activity for manufacturing and trade firms.

Economic analysis of the results provides insight into the economic impact of emission and CSR costs on the system. It emphasises the critical nature of reducing defective proportions in the production system to mitigate its negative effects on the external

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Muhammad Tayyab

Assistant Professor
muhammad_tayyab@lums.edu.pk



Muhammad Shakeel S. Jajja

Associate Professor
ssj@lums.edu.pk

The Centre for Business and Society (CBS) is a multidisciplinary, inclusive, and responsive platform that brings efforts and conversations at the intersection of business and society onto a wider stage of influence with the goal of rethinking the role of businesses for sustainable societies. The centre engages with a myriad of diverse groups, including business, government, policymakers, civil society, practitioners, and the academic community, to contribute to solving today's business and societal

challenges.

CBS' blueprint draws largely from the 2030 Agenda for Sustainable Development and the 17 Sustainable Development Goals (SDGs) that lie at its heart. Through its multifaceted array of activities and events, the centre also carves its inclusivity efforts around providing its platforms as a voice to marginalised communities and minorities. The centre aims to create a social impact that is positive, constructive, and pragmatic.

This year, CBS has been actively targeting the

following SDGs, and many of its activities have been aligned with the idea of creating a more sustainable world for all:

- SD3: Good Health and Well-Being
- SDG 4: Quality Education
- SDG 5: Gender Equality
- SDG 6: Clean Water and Sanitation
- SDG 10: Reduced Inequalities
- SDG 12: Responsible Consumption and Production
- SDG 13: Climate Action
- SDG 16: Peace, Justice, and Strong Institutions

“Building Beautiful Minds” Workshop



CBS organised an interactive workshop for the LUMS student community on January 22, 2022, titled 'Building Beautiful Minds' to commemorate the United Nations International Day of Education. The workshop was designed and led by Mr. Nasser Aziz (Alumnus of Yale University and Adjunct

Faculty, LUMS) who aspires to inspire under his real change in individuals. The workshop touched upon important topics such as developing the right attitude and interpersonal skills, cultivating an inspired personal vision, forming mental toughness to deal with challenges efficiently,

and building networks to improve day-to-day processes and results. With references from literature, motivational videos and mental exercises, the workshop strived to unlock the full potential of its participants in both personal and professional capacities.

Panel Talk on Responsible Plastic Consumption



In May 2021, CBS signed an MoU with WWF – Pakistan, a partnership between both institutions to maximise their efforts under their shared ideology of working towards a sustainable future. In light of that, CBS and WWF - Pakistan organised a panel talk to highlight the importance of SDG 12, “Responsible Consumption and Production”, on January 28, 2022. The panel discussion titled “Responsibility is Sustainability: A Talk on Responsible

Plastic Consumption”, moderated by Dr. Zehra Waheed (Assistant Professor, SDSB - LUMS), featured industry-wide panellists from Nestle Pakistan, PepsiCo Pakistan, Coca-Cola Pakistan, WWF-Pakistan, Capital Development Authority (CDA), Green Earth Recycling (GER) and Novumpack. The panel also included faculty representation from Syed Babar Ali School of Science and Engineering (SBASSE, LUMS) and student representation from LUMS

Environmental Action Forum (LEAF, LUMS). The session emphasised the crucial role the industry and society (at large) are playing in reducing the consumption of plastics. Each panellist highlighted their organisation’s steps to become more ‘plastic friendly’ and the challenges they face in the process. The panel talk further highlighted the importance of short- and long-term goals on the pathway to a sustainable future for all.

CBS Ambassadors for Change Programme, 2022

As a part of the MoU (Memorandum of Understanding) with The Citizens Foundation (TCF), CBS successfully carried out the third cycle of its “Ambassadors for Change Programme” in the spring semester of 2022. The 3-month long programme that lasted from February 2022 till April 2022 was led by 30 student volunteers from LUMS as English and Mathematics teachers and Programme Coordinators. The CBS - Ambassadors for Change programme strives to fill in the knowledge gaps amongst the TCF alumni and advance their test-taking skills, improving their chances of securing admissions to notable institutions for their higher education. The programme establishes a climate of guidance and mentorship between the TCF alumni and LUMS volunteers who, alongside teaching, conduct motivational sessions with their students and regularly guide them on how to navigate the admission and scholarship opportunities. The beneficiaries of the third cycle included 60 TCF alumni, sixty percent of whom included immensely dedicated female students who expressed their desire to continue their education and become doctors, engineers, teachers, and lawyers. The programme lauds the legacy of CBS’ work under SDG 4, “Quality Education” for all.



Activity-Based Workshop in Collaboration with LUMS Consultancy Group (LCG)



As a part of the third cycle of the Ambassadors for Change Programme, 2022, CBS, in collaboration with the LUMS Consultancy Group (LCG), organised an activity-based workshop session for the TCF alumni. The workshop that centred around important topics of “critical thinking” and “problem-solving skills” was conducted in an interactive learning format. TCF alumni were encouraged to deliberate on challenges in various business scenarios and present unique business solutions based on what they learned in the session. The session prompted innovative thought and a problem-solving lens amongst the TCF alumni, encouraging them to think outside the box.

Webinar on Honour Crimes in Pakistan: “There is NO honour in killing.”

Building on its work rooted in SDG 5 “Gender Equality” and SDG 16 “Peace, Justice and Strong Institutions”, CBS, in collaboration with the Asia Institute of The University of Melbourne, organised a webinar, on February 21, 2022, on the issue of Honour Crimes in Pakistan. The webinar commemorated the UN Day of Social Justice and was led by a panel of experts from the political, judicial, and academic domains, each celebrated for their remarkable work in the intersection of gender and society. The webinar explored various social, religious, cultural, political, and financial factors that work to advance honour killings in the country. The session also discussed amendments in the legal structure, the role of informal justice systems such as jirgas in the villages, and how the social fabric in the country puts women in a very vulnerable position.



Panel Talk to Commemorate World Water Day, 2022



To commemorate World Water Day and its annual theme of 2022 “groundwater”, CBS, in collaboration with the Centre for Water Informatics and Technology (WIT, LUMS) and Nestle Pakistan, organised a panel talk titled “Groundwater: Use of Technology to Improve Water Efficiency in Agricultural Sector”. A keynote address by the current Secretary of Agriculture, Government of Punjab, kicked off the panel discussion that included industry, journalistic and academic-wide panellists from WIT-LUMS, Nestle Pakistan, WWF – Pakistan, PepsiCo Pakistan, International Water Management Institute (IWMI). Moderated by Dr. Zehra Waheed (Assistant Professor, SDSB – LUMS), the talk emphasised the urgent need to promote effective ways of utilising groundwater and the cost-effective usage of technology.

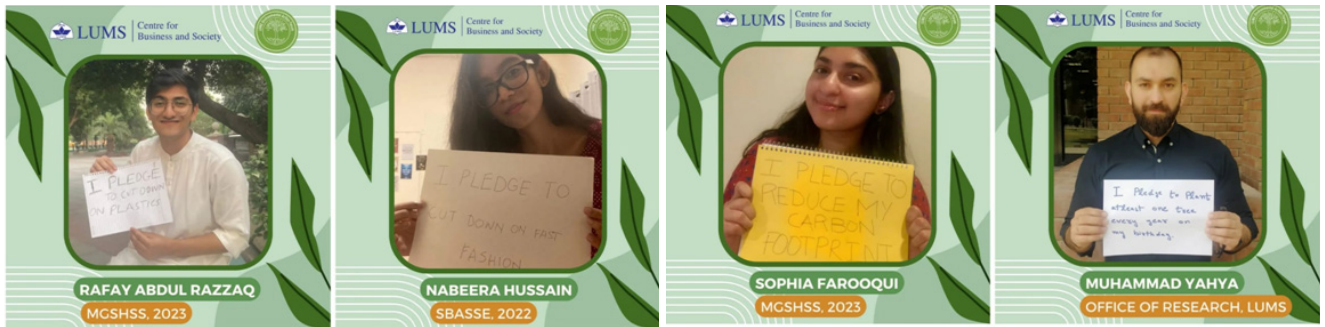


Student Research Series: Interviews with the batch of MS Healthcare Management and Innovation (HMI)



CBS launched its student research repository in 2020, titled “Student Research Series” (SRS). Under the SRS, the centre invites research and policy papers from the LUMS student fraternity to showcase and publish their work on its platforms. This data hub features research on a myriad of topics and covers a variety of domains such as health, management, climate action, finance, education, and gender inequality. In an effort to expand the horizons of the SRS legacy, the centre actively engaged in using its platform to bring awareness around stigmatised topics. In April 2022, CBS interviewed students from

the first batch of the MS Healthcare Management and Innovation (HMI) programme at SDSB. The students reflected on their policy papers centred around the issues of lack of sexual education in Pakistan, mental health awareness and the flaws in the forensic system in the case of sexual assault victims. The students candidly spoke about their challenging experiences throughout the process due to the nature of their research but were hopeful for positive and practical outcomes. The policy papers published on the centre’s website offer enlightening in-depth analysis and pave the way for further awareness efforts.



Awareness Campaign for Earth Day, 2022

To celebrate Earth Day 2022, CBS collaborated with LEAF (LUMS Environmental Action Forum), the pioneering student society at LUMS that advocates for environmental conservation and climate action. The collaboration included a pledge activity to commemorate the annual theme of 2022, "Invest in Our Planet", to raise awareness and motivate the masses to take steps in an individual capacity toward a sustainable lifestyle. Both students and staff members shared the pledges to declare that they would actively invest in the conservation and rehabilitation of our planet.

3rd International Interdisciplinary Conference on Gender, Work and Society



CBS organised its flagship conference, the 3rd International Interdisciplinary Conference on Gender, Work and Society: Future of Equalities, Diversity, and Inclusion (EDI) in South Asia and Beyond" on May 21 – 22, 2022. The two-day conference, held in a hybrid modality, was hosted at Suleman Dawood School of Business (SDSB, LUMS) and was inaugurated by Dr. Arshad Ahmad (Vice Chancellor, LUMS) and Dr. Alnoor Bhimani (Honorary Dean, SDSB – LUMS). The conference included two keynote sessions led by Justice Ayesha A. Malik (first female judge of the Supreme Court of Pakistan) and Dr. Asghar Zaidi (Vice Chancellor, Government College University, Lahore) on day one and day two, respectively. The two-day event consisted of 12 interactive sessions (in-person and online) that featured the work of 48 researchers rooted in interdisciplinary themes surrounding gender diversity. The themes ranged from Gender Identity and Expression to Religion and Ethnic Minorities, Money and Management, Education and Employment, and Harassment and Violence. The conference concluded with three "Best Paper Awards" chosen after a careful nomination process.

Panel Talk on Menstruation and Menopause in Different Workplaces

To commemorate the International Day for Menstrual Hygiene (celebrated on May 28), the centre organised a one-of-its-kind event, which celebrated the launch of vending machines for female sanitary products at LUMS. The launch of the sanitary products vending machine is seen as a revolutionary step towards creating a more inclusive space for women inside the university premises. Dr. Zubair Khalid (Associate Professor, Syed Babar Ali School of Science and Engineering) (SBASSE), Dr. Alnoor Bhimani (Honorary Dean, SDSB) and Dr. Arshad Ahmad (Vice Chancellor, LUMS) gave their remarks at the launch event. The event was titled “Workplace Diversity and Inclusion: A Panel Discussion on Menstruation and Menopause in Different Workplaces”. It celebrated the inauguration of the book “Period Matters: Menstruation in South Asia” by human rights lawyer and writer Farah Ahamed. The discussion featured a panel led by Farah Ahamed herself and included Radha Paudel (founder and CEO of “Global South Coalition for Dignified Menstruation”), Amna Mawaz Khan (classical dancer and activist) and Dr.



AyraIndrias Patras (Assistant Professor and activist).The talk reflected on the efforts of Farah Ahamed’s book to bring the conversations of menstruation and menopause to the forefront, particularly in the light of South Asia. Divulging in various

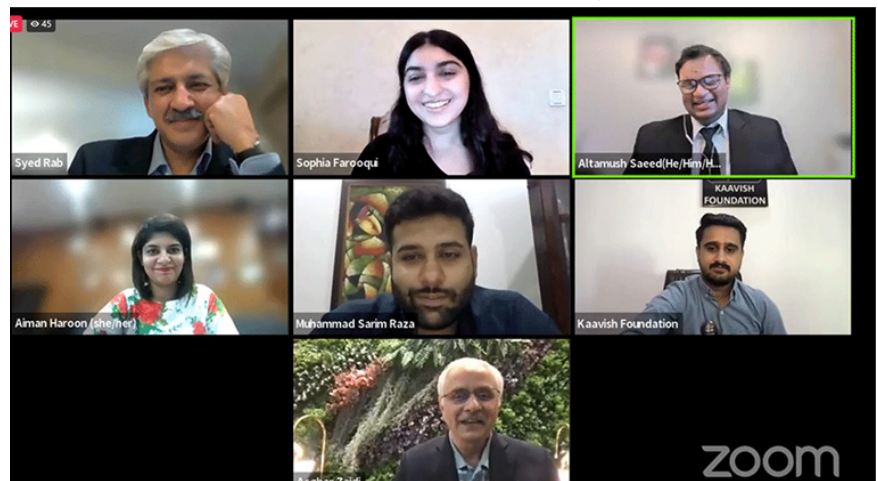
perspectives of the topic, the discussion further elaborated on women’s physical and psychological exertions due to the lack of accessible hygienic products and the impact of menopause on their personal and professional life.

CBS Summer Internship Programme (August – September 2022)

CBS launched its Summer Internship Programme, 2022, a four-week programme from July to August 2022. The internship featured two positions: Content Intern and Media Intern. Taemia Ali (MGSHSS, 2025) was shortlisted as the content intern, while Mohtashim Butt (SBASSE, 2024) was shortlisted as the media intern.

Webinar to commemorate International Youth Day

CBS conducted a webinar titled “Youth as Partners: Advancing Development Through Intergenerational Solidarity” to celebrate International Youth Day on August 12, 2022. The webinar was organised in collaboration with Greenstar Social Marketing (GSM) and The Challenge Initiative (TCI). The discussion revolved around the problems caused by the gaps between the generations and how to overcome them while emphasising the Sustainable Development Goals (SDGs). Furthermore, the ways this gap can be filled were discussed as condensed by the UN: Education, law and policy, and intergenerational activities.





LUMS Independence Day Photography Competition, 2022

CBS participated in the LUMS Independence Day competition, 2022, which the LUMS Human Resource Team organised. It was held to celebrate the 75th year of Pakistan's independence. The centre participated with vigour and was ultimately chosen as one of the winning teams for its submission, which portrayed a motivational message that it is the need of the hour for Pakistanis to wake up and start working towards the betterment of the nation.

CBS, LUMS and TCF- Pakistan: MoU Renewal Signing

Under the ongoing partnership, the Centre for Business and Society (CBS, LUMS) and The Citizens Foundation (TCF Pakistan) renewed their MoU (Memorandum of Understanding) and held a symbolic signing on October 14, 2022.

The signatories from CBS included Dr. Arshad Ahmad (Vice Chancellor, LUMS), Dr. Alnoor Bhimani (Honorary Dean of SDSB, LUMS) and Dr. Misbah Tanveer (Faculty Director, CBS and Assistant Professor, SDSB, LUMS). The signatories from TCF included Ms. Shazia Kamal (Executive Vice President, Outcomes – TCF) and Mr. Zuhaib Sheikh (Head of Alumni Pathways – TCF). This collaboration is the foundation of CBS' flagship "CBS Ambassadors for Change Programme".

The programme features the student body of LUMS, recruited as Volunteer Ambassadors to impart test-taking skills, along with various guidance and



coaching sessions, to the TCF Alumni. The programme, which spans three months, has completed three successful cycles (an in-person cycle in 2019, a virtual cycle in 2021 and a hybrid chapter in Spring 2022). The cycles are organised



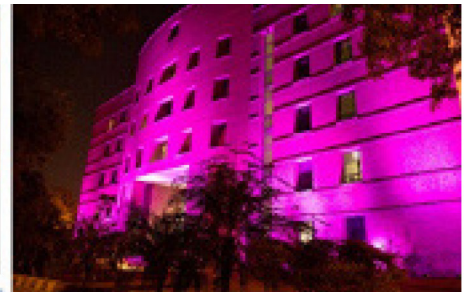
every academic semester and are a source of crucial skills, motivation, and encouragement for all involved. This treasured partnership is built on the essence of a mutual mandate rooted in SDG 4: Quality Education for All.

Women-Led Entrepreneurship: Challenges and Opportunities in the Tourism Industry. A Talk by Zehra Shallwani

CBS organised a speaker session titled “Women-Led Entrepreneurship in Pakistan: Challenges and Opportunities in the Tourism Industry” on October 18, 2022. The session was led by Zehra Shallwani, Co-Founder of Dastaan Tours (Pvt.) Ltd. The highly interactive session was attended by the MBA batch. The students posed critical questions to dissect the current tourism blueprint of Pakistan. The in-depth discussion touched upon topics such as the gap in the gender ratio in Pakistan’s tourism industry, the threats to the ecosystem caused by growing tourism, the future of medical and sports tourism in Pakistan, the preservation of historical sites in the country, the growing popularity of virtual tours, the critical issue of safety in tourism, and the development of sustainable tourism for the masses.



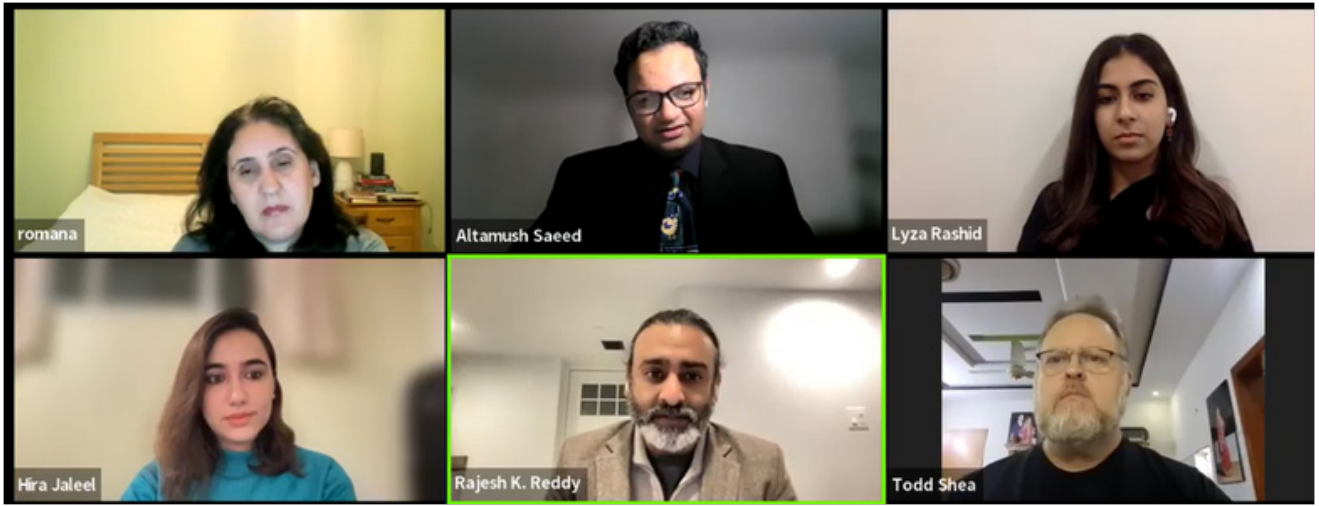
PINKtober, 2022: A Talk and a Walk for a Cause



CBS, LUMS organised an event to commemorate Breast Cancer Awareness Month, 2022. The multifaceted event was organised in partnership with Pink Ribbon Pakistan (Non-Profit Organisation) and held on October 21, 2022. The “Pinktober: A Talk and a Walk for a Cause” event had two activities: a panel talk on breast cancer and its awareness in Pakistan and a group walk across the LUMS campus. The panel talk event was opened by Dr. Alnoor Bhimani (Honorary Dean, SDSB

LUMS) and featured expert panellists from medicine, philanthropy, and entrepreneurship. The discussion ranged from the lack of education about breast cancer in Pakistan, its symptoms and timely treatment and the critical measures necessary to curb the case fatality rate of breast cancer. The crucial conversation also touched upon the psychological impacts of cancer and the initiatives being taken across the country to mitigate this risk and fund the treatment, including the

rehabilitation of breast cancer survivors. The group walk featured the attendees assembling outside the Suleman Dawood School of Business (SDSB, LUMS) building carrying pledges and wearing pink ribbons. The walk took place around the SDSB building, with the participants chanting the awareness slogans. The SDSB - LUMS building was illuminated in pink to commemorate PINKtober, highlighting the importance of unity and the vow to take individual steps and as a community.



Webinar on Animal Welfare in Pakistan

Under its mandate of creating sustainable societal impact, CBS – LUMS organised the first-of-its-kind webinar on animal welfare in Pakistan.

The virtual event titled “Being Kind to Every Kind: Animal Welfare in Pakistan” was held on November 10, 2022. The panel curated by CBS featured experts from across the globe who had extensive experience in legal, academic, activism and philanthropy work. The six-member panel included Altamush Saeed (Lawyer and Co-

Founder of “Charity Does Foundation”), Dr. Rajesh K. Reddy (Programme Director at Center for Animal Law Studies (CALs), Todd Shea (Founder of CDRS), Romana Bhatti (Vice President of Todds Welfare Society), Hira Jaleel (Lawyer and Teaching Fellow at CALs, Lewis & Clark Law School) and Lyza Rashid (President, Animal Welfare Society at LUMS). The highly informative session touched upon crucial welfare aspects in the wildlife, livestock, and domestic animal community. The

panellists also spoke about the current legal developments and the improvements needed to strengthen the legal framework for animals in the country, the need for more veterinarians and international examples of animal welfare, which Pakistan can learn from.

The panellists also gave their viewpoints on the awareness required for the masses to cultivate empathy and maximise individual and community-wide efforts for the betterment of the animals.

Breast Cancer Awareness Session for the Female Janitorial Staff of LUMS

CBS - LUMS organised an awareness session on breast cancer for the female janitorial staff of LUMS. The session held on November 11, 2022, was led by Dr. Hira Niazi (MBBS, BSc., AAAM). This crucially important talk was focused on making the audience aware of relevant breast cancer information, its possible causes, its symptoms, self-examination, and treatment.

The primary reason so many lives are lost to breast cancer each year is due to the late diagnosis. The audience was also given a comprehensive tutorial on conducting a self-examination at



home to detect underlying symptoms of breast cancer. They were also provided critical information regarding dietary requirements and other lifestyle changes, including hospitals that conduct minimal or free-of-cost

mammograms. The talk concluded with a Q&A session between the audience and the speaker.

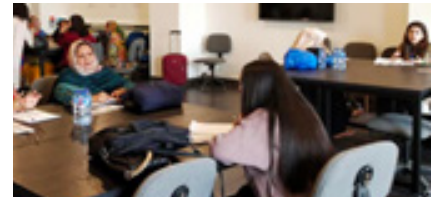
#BridgingTheGap: Workshop for Artisan Women Entrepreneurs



The Centre for Business and Society (CBS) organised a two-day #BridgingTheGap workshop for Artisan women micro-entrepreneurs from the textile sector of Multan, Pakistan. It was organised in partnership with Kaarvan Crafts Foundation and MBA Women in Business Club (WIB), LUMS. Syeda Henna Babar Ali generously sponsored this workshop. To mitigate the urban-rural divide and enable female micro-entrepreneurs to earn dignified livelihoods for themselves and their families, this workshop focused on providing pertinent business and life skills to women micro-entrepreneurs in rural Pakistan. The two-day growth workshop was held at the Suleman Dawood School of Business, LUMS, on the 26th and 27th of November, 2022. The sessions were conducted by student volunteers from the MBA, MS Business & Public Policy, MS Supply Chain & Retail Management and MS Technology Management and Entrepreneurship programmes at LUMS. The workshop was led by Dr. Misbah Tanveer Choudhry, Director CBS.

A total of 32 artisan women micro-entrepreneurs from Multan participated in this activity. The workshop also focused

on transferring essential life skills to these micro-entrepreneurs, such as negotiation, communicating confidently, selling and persuasion, quick problem-solving and relationship-building. Each student volunteer was paired with 2-3 artisan micro-entrepreneurs and was prompted to explore different ways of growing the entrepreneur's business by looking into issues such as effective book-keeping, quality assurance, reducing operational costs, differentiating the entrepreneur's product, procurement of materials, accessing markets and diverse distribution channels and gauging demand. Most importantly, major sessions of the workshop were dedicated to connecting the entrepreneur to a digital platform, catalogue photography of their products and using Canva to curate customised logos and posters for their businesses. What made this workshop a truly one-of-it's-kind programme was the concept of reciprocal sharing and learning embedded in the very foundation of it. While the participating women micro-entrepreneurs benefited from an enriching learning experience from graduate students from the business, public policy, supply chain, and technology and entrepreneurship



programmes, the LUMS student volunteers, too, had much to learn from the unique journeys of these women micro-entrepreneurs who navigate tough business terrains and attain success despite several socio-cultural and financial limitations.

The two-day workshop concluded on a positive note when the CEO of Karvaan Crafts Foundation (KCF), Mr. Danish Jabbar, presented Dr. Alnoor Bhimani, Dean of SDSB, one of the most meaningful and unique souvenirs; a piece of fabric (still attached to the embroidery frame), on which 100 Artisan women micro-entrepreneurs had woven their dreams on in colourful dhaga (threads). Shields were also presented to Syeda Henna Babar Ali and CBS' collaborating partners KCF and MBA WIB.

Duty or Care?

A Physician's Ethical Dilemma of Working in the Covid-19 Pandemic

This article is based on the case, Duty or care? A Physician's Ethical Dilemma of Working in the COVID-19 Pandemic authored by Dr. Ayesha Masood, available on the Case Research Unit Online Catalogue.



BACKGROUND

For decades, Pakistan spent less than 1% of its GDP on health, and this lack of funding affected all healthcare delivery aspects. According to data from the World Health Organization (WHO), Pakistan was one of 57 countries critically short on healthcare workforce. Pakistan had approximately 11 healthcare professionals (7 doctors and 4 nurses) for every 10,000 people, whereas WHO recommended a minimum of 23 healthcare professionals per 10,000 people. Pakistan had only 20 beds per 10,000 (WHO recommended at least 50). Debilitated by a chronic resource scarcity, Pakistan's healthcare infrastructure had long struggled to care for its rapidly growing and young (median age: 22.8 years) population.

On 26th February 2020, Pakistan confirmed its first COVID-19 case. By May, the world was in the grip of the COVID-19 pandemic. Like many other countries, COVID-19 wreaked havoc on the healthcare system of Pakistan. The healthcare workforce was insufficient and poorly distributed; there was a shortage of trained nurses to provide requisite care to quarantined and critically ill patients. Like many other countries, the hospitals did not have enough ventilators to care for complications of COVID-19. Pakistan's pharmacology and medical equipment sector relied heavily on imports, especially from China. Suspension of all travel and closure of factories in China resulted in an immediate shortfall in medical supplies needed to treat patients and ensure the safety of healthcare personnel.

THE ETHICAL DILEMMA

Dr. Sidrah was working as an assistant professor of medicine in Afridi hospital, a large tertiary care public hospital in Pakistan. A King Edwards Medical College graduate, Sidrah considered

“What should I do?” she thought, driving to the hospital for her test. “Should I leave my job and give up my profession? Should I forsake my oath to serve when my country needs me? Or should I protect all those whom I love from this risk?”

medicine a “sacred duty”. Fifteen years ago, when she had become a doctor, she had taken an oath to serve humanity and to protect human life. She had also accepted the duty to serve her patients. However, nothing in her education and training had prepared her for the threat she would face during the pandemic.

After the official announcement of the first confirmed COVID-19 case, Sidrah decided to wear a mask and gloves to the hospital as a precaution. The hospital did not have any personal protective equipment, masks or sanitisers for its healthcare workers. Furthermore, Sidrah realised that within the current architecture of the public hospital, it would be impossible to isolate suspected patients. Sidrah's Head of Department instructed that all doctors, regardless of their speciality, would be rotated in COVID-19 wards; to reduce exposure. He assured them that

the doctors working with COVID-19 patients would be given proper protective gear. However, Sidrah felt “it would be impossible to realistically save myself from exposure in these circumstances”.

When Sidrah informed her family of this news, they reacted with dismay. Both her parents-in-law were at risk because of their age. She also feared for children, particularly her youngest son, whom she was still nursing. Her husband wanted her to quit her job at least during the pandemic. Still, she felt duty-bound to continue, especially since the number of doctors at the hospital was declining because many of them were also getting sick. She completed her weeklong rotation in the COVID-19 ward. Two days after that, it seemed her worst fears had come true when she got a call from the hospital to get tested for COVID-19 because her colleagues working on the same shift had tested positive. She wondered if her profession had put her family and children in danger.

THE WAY FORWARD

Her husband and in-laws remained silent when she told them they might have been exposed and needed to take precautions until her test results returned. There was no need to say anything; Sidrah's guilt for exposing her family to this risk was already crushing her.

“What should I do?” she thought, driving to the hospital for her test. “Should I leave my job and give up my profession? Should I forsake my oath to serve when my country needs me? Or should I protect all those whom I love from this risk?”

What advice would you give Sidrah? Should she stop working to protect her family from COVID-19 or should she fulfil her duty as a healthcare professional?



Dr. Ayesha Masood

Assistant Professor,
Suleman Dawood School of Business
ayesha.masood@lums.edu.pk

REFERENCE

Masood, A. (2020). *Duty Or Care? A Physician's Ethical Dilemma of Working in Covid-19 Pandemic*. Case Research Unit. LUMS no. 24-005-2020-1.

Selected Scholarly Highlights 2022

DR. KHAWAJA ZAIN-UL-ABDIN

- The effects of emotions, individual attitudes towards vaccination, and social endorsements on perceived fake news credibility and sharing motivations (with Khudejah Ali, Cong Li & Syed Ali Muqtadir) *Computers in Human Behavior*

DR. KHUDEJAH ALI

- The effects of emotions, individual attitudes towards vaccination, and social endorsements on perceived fake news credibility and sharing motivations (with Cong Li, Khawaja Zain-ul-abdin & Syed Ali Muqtadir) *Computers in Human Behavior*
- Sharing news with online friends: A study of network homophily, network size, and news type (with Ruoyu Sun, Cong Li, Barbara Millet & John Petit) *Telematics and Informatics*

DR. GHULAM ALI ARAIN

- How and when does leader knowledge hiding trickle down the organisational hierarchy in the tourism context? A team-level analysis (with Imran Hameed, Abdul Karim Khan, Juan Luis Nicolau & Amandeep Dhir) *Tourism Management*
- How the supervisor's Machiavellianism results in abusive supervision: understanding the role of the supervisor's competitive worldviews and subordinate's performance (with

Abdul Karim Khan, Imran Hameed, Samina Quratulain & Alexander Newman) *Personnel Review*

DR. ARIF NAZIR BUTT

- The Effects of Gender Faultlines and Distribution of Rewards on Intra-group Power Struggles and Group Performance (with Ramsha Naeem & Abdul Rahman Malik) *Social Justice Research*
- Are societal-level values still relevant measures in the twenty-first century businessworld? A 39-society analysis (with David A. Ralston, Craig J. Russell, Jane Terpstra-Tong, Len J. Trevino, Prem Ramburuth, Malika Richards, Tania Casado, María Teresa de la Garza Carranza, et. al.) *Asia Pacific Journal of Management*
- The good side of authoritarian leaders: leader in the eyes of the subordinates (with Hajra Asad & Abdul Rahman Malik) *Journal of Management & Organization*

DR. SHAKEEL SADIQ JAJJA

- Lean, sustainability and the triple bottom line performance: a systems perspective-based empirical examination (with Syeda Ayesha Wadood, Kamran Ali Chatha & Sami Farooq) *International Journal of Productivity and Performance Management*

- Capabilities for enhancing supply chain resilience and responsiveness in the COVID-19 pandemic: exploring the role of improvisation, anticipation, and data analytics capabilities (with Manal Munir & Kamran Ali Chatha) *International Journal of Operations & Production Management*
- Social network governance and social sustainability-related knowledge acquisition: the contingent role of network structure (with Syeda Ayesha Wadood, Kamran Ali Chatha & Mark Pagell) *International Journal of Operations & Production Management*
- Economic assessment of a serial production system with random imperfection and shortages: A step towards sustainability (with Muhammad Tayyab, Muhammad Salman Habib & Biswajit Sarkar) *Computers & Industrial Engineering*



DR. RAJA USMAN KHALID

- Comparing regions globally: impacts of COVID-19 on supply chains—a Delphi study (with Stefan Seuring, Marcus Brandenburg, Philipp C. Sauer, Daphna-Sophie Schünemann, Ronakeh Warasthe, Sadaf Aman, Chen Qian, Kristina Petljak, Daiane Mülling Neutzling & Anna Land) *International Journal of Operations & Production Management*

DR. MUHAMMAD ABDUR RAHMAN MALIK

- A moderated mediation model of counterproductive work behaviour, organisational justice, organisational embeddedness and psychological ownership (with Sultan Adal Mehmood, Devika Nadarajah & Muhammad Saood Akhtar) *Personnel Review*
- The good side of authoritarian leaders: leader in the eyes of the subordinates (with Hajra Asad & Arif Nazir Butt) *Journal of Management & Organization*
- Dispositional Causes of Burnout, Satisfaction, and Performance through the Fear of COVID-19 during times of Pandemic (with Usman Raja, Sadia Jahanzeb & Muhammad Usman Anwar Baig) *Applied Psychology*
- The Effects of Gender Faultlines and

Distribution of Rewards on Intra-group Power Struggles and Group Performance (with Ramsha Naeem & Arif Nazir Butt) *Social Justice Research*

DR. AYESHA MASOOD

- Are all Burdens Bad? Disentangling Illegitimate Administrative Burdens through Public Value Accounting (with Muhammad Azfar Nisar) *Asia Pacific Journal of Public Administration*

DR. UMMAD MAZHAR

- Dimensions of size and corruption perceptions versus corruption experiences by firms in emerging economies (with Rajeev K. Goel & Rati Ram) *Journal of Economics and Finance*

DR. BUSHRA NAQVI

- Is Digital Adoption the way forward to Curb Energy Poverty? (with Ping Wang, Wei Han & Syed Kumail Abbas Rizvi) *Technological Forecasting and Social Change*
- Impact of Capital Account Liberalization on Stock Market Crashes (with Rizwan Khalid & Choudhry Tanveer Shehzad) *International Journal of Finance and Economics*
- Going beyond sustainability: The diversification benefits of green energy financial products (with Syed Kumail Abbas Rizvi, Amir Hasnaoui & Xuefeng Shao) *Energy Economics*

DR. MUHAMMAD AZFAR NISAR

- Are all Burdens Bad? Disentangling Illegitimate Administrative Burdens through Public Value Accounting (with Ayesha Masood) *Asia Pacific Journal of Public Administration*

DR. SYED KUMAIL ABBAS RIZVI

- Is Digital Adoption the way forward to Curb Energy Poverty? (with Ping Wang, Wei Han & Bushra Naqvi) *Technological Forecasting and Social Change*
- Going beyond sustainability: The diversification benefits of green energy financial products (with Bushra Naqvi, Amir Hasnaoui & Xuefeng Shao) *Energy Economics*
- Fiscal decentralization as new determinant of renewable energy demand in China: The role of income inequality and urbanization (with Muhammad Shahbaz, Kangyin Dong & Xuan Vinh Vo) *Renewable Energy*

DR. SYED AUN RAZA RIZVI

- Market Concentration, Bank's Pricing Power, and Deposit Rates: Evidence from Dual Banking System (with Mudeer A Khattak, Noureen Khan & Mohsin Ali) *Emerging Markets Finance and Trade*
- Did green debt instruments aid diversification during the COVID-19 pandemic? (with Paresch Kumar Narayan & Ali Sakti) *Financial Innovation*

DR. MUHAMMAD SHEHRYAR SHAHID

- We must deter, but not without trust: a case of formalising informal micro-entrepreneurs in Pakistan (with Lalarukh Ejaz & Kiran Ali) *International Journal of Sociology and Social Policy*

DR. MUHAMMAD SHAFIQUE

- Look at U: Technological scope of the acquirer, technological complementarity with the target, and post-acquisition R&D output (with John Hagedoorn) *Technovation*

DR. CHOUDHRY TANVEER SHEHZAD

- Impact of Capital Account Liberalization on Stock Market Crashes (with Rizwan Khalid & Bushra Naqvi) *International Journal of Finance and Economics*

DR. JAWAD SYED

- The laws of attraction: Role of green human resources, culture and environmental performance in the hospitality sector (with Waheed Ali Umrani, Nisar Ahmed Channa, Umair Ahmed, Munwar Hussain Pahi & T.Ramayah) *International Journal of Hospitality Management*
- Social reproduction and gender beliefs of ethnic minority women (with Shehla R. Arifeen) *Gender, Work & Organization*
- Theorizing the notion of well-being in Islam: An update of Ryff's theory of eudaimonic psychological well-being (with Tamer Koburtay & Nidal Al Salhi) *Journal of Community Psychology*

DR. MUHAMMAD TAYYAB

- A multi-objective robust possibilistic programming approach for sustainable disaster waste management under disruptions and uncertainties (with Muhammad Salman Habib, Muhammad Hassan Maqsood, Naveed Ahmed & Muhammad Omair) *International Journal of Disaster Risk Reduction*

- Economic assessment of a serial production system with random imperfection and shortages: A step towards sustainability (with Muhammad Salman Habib, Muhammad Shakeel Sadiq Jajja & Biswajit Sarkar) *Computers & Industrial Engineering*

DR. USSAMA YAQUB

- Analysis of Bitcoin's price spike in context of Elon Musk's Twitter activity (with Salma Zaman & Tauqeer Saleem) *Global Knowledge, Memory and Communication*.

DR. SAMEEN ZAFAR

- Analysis of Destitution amid Floods: Evidence from Pakistan. *Journal of Asian and African Studies*

DR. SALMA ZAMAN

- Analysis of Bitcoin's price spike in context of Elon Musk's Twitter activity (with Ussama Yaqub & Tauqeer Saleem) *Global Knowledge, Memory and Communication*.

DR. GHAZAL MIR ZULFIQAR

- The social relations of gold: How a gendered asset serves social reproduction and finance in Pakistan. *Gender, Work & Organization*
- Inequality Regimes, Patriarchal Connectivity, and the Elusive Right to Own Land for Women in Pakistan. *Journal of Business Ethics*
- The gendered geographies of dispossession and social reproduction: Homeworkers in the Global South

during the COVID-19 pandemic. *Organization*

- EXPRESS: How is social inequality maintained in the Global South? Critiquing the concept of dirty work (with Ajnesh Prasad) *Human Relations*

News & Events @SDSB 2022



BARD Foundation Pledges to Establish a Research Chair at SDSB

The Bilquis and Abdul Razak Dawood (BARD) Foundation enables individuals to realise their potential as champions in their chosen field. The Foundation's primary goal is people development with a special focus on skills. One such initiative of the Foundation is Descon Technical Institute (DTI), which imparts vocational skills to support individuals to change their lives for themselves and their families.

In November 2021, BARD Foundation pledged to establish two research chairs at LUMS through an endowment worth PKR 400 million: one at the Suleman Dawood School of Business (SDSB) and the other at the Mushtaq Ahmad Gurmani School of Humanities and Social Sciences (MGSHSS).

Vice Chairperson, Descon Engineering Limited and BARD Foundation Board Member, Faisal Dawood met with LUMS Vice Chancellor, Dr. Arshad Ahmad, Honorary Dean SDSB, Dr. Alnoor Bhimani, and Dean MGHSS, Dr. Ali Khan to discuss this generous endowment. Dr. Arshad thanked Mr. Dawood, "We couldn't be more grateful to you and your family for being the custodians of LUMS. We would like to thank you for establishing these chairs, which will be modelled along the lines of the chairs established at the Syed Babar Ali School of Science and Engineering."

At the meeting, Mr. Dawood shared that he would like to honour his parents and family members through this contribution. He also added that he and his family are committed to taking this legacy forward.

Pakistani EdTech, Co-founded by Aiman Bashir (MBA '12) raises \$500,000 in Seed Funding



Pakistani EdTech start-up, Out-Class, launched in 2021 as the "Netflix for Students", announced the completion of its Seed Round funding in 2022. Co-founded by a LUMS alumna, Aiman Bashir (MBA 2012), along with two Harvard alums, Out-Class aims to become an equaliser for education, already serving over 10,000 students through their self-paced, bite-sized courses. The House of Habib led the investment round, joined by other global institutional and angel investors.

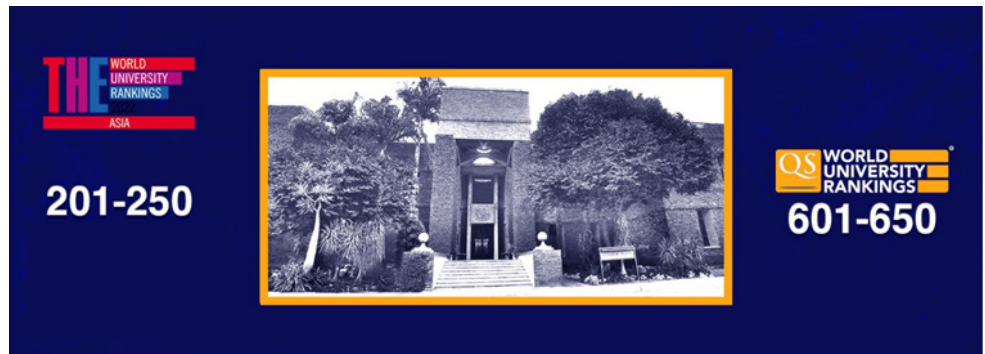


Celebrating Service Excellence at LUMS

The Vice Chancellor's Award for Excellence for Staff was inaugurated in 2022. Co-sponsored by the Vice Chancellor's Office and the LUMS Human Resource (HR) department, these awards recognise the exceptional and valuable services of the staff members at LUMS. Deputy Manager Administrative Services SDSB, Umar Brar, was among the six inaugural winners of this award. "This is a moment of joy, and I would like to dedicate this (award) to my late mother whose prayers have enabled me to be what I am today and keeps me going every day with a new sense of motivation and ambition," said Brar upon receiving the accolade. He has recently moved to the Office of Student Affairs.

LUMS moves up in International and Regional Rankings

LUMS continues to strengthen its reputation as one of the top universities in the world. The University has moved up 50 places to 201-250 as announced in the Times Higher Education (THE) Asia University Rankings 2022. It has improved its position in the coveted QS World University Rankings 2023 and is among the world's 601-650 top institutions. Congratulating the LUMS community, Vice Chancellor Dr. Arshad Ahmad said,



“Small universities like LUMS are likely to have a different trajectory of growth since they are agile and adaptable to changing needs. Both these rankings are a recognition of our progress, and we welcome them. I wish to congratulate the LUMS community whose dedication and contributions to the University’s aim of academic excellence have led us to achieve global and regional recognition.”



SDSB Faculty and Staff Retreats

In June and September 2022, SDSB faculty and staff attended the Annual SDSB Retreat at the Royal Swiss Hotel in Lahore. The annual retreat is a highly interactive get-together that varies from year to year, generally including strategic thinking exercises and offering an informal and relaxed space to reflect on and revitalise the School’s mission and vision. In June, Mr. Abdul Razak Dawood and Mr. Faisal Dawood joined us at the retreat. In September, Mr. Abdul Razak and Mr. Shahid Hussain joined the faculty and staff.

UoBS and LUMS Partnership

Two universities from different provinces of Pakistan have come together to find solutions to the climate crisis and improve teaching and learning practices. This ground-breaking partnership is the start of a series of courses, research opportunities, and faculty and student exchanges between LUMS and the University of Baltistan, Skardu. Last year, 150 students from LUMS embarked on a journey of a lifetime to be part of this exciting collaboration with the University of Baltistan (UoBS) in Skardu





SDSB Collaborates with PKLI for the MS HMI Programme

In August 2022, SDSB-LUMS signed an MOU with Pakistan Kidney and Liver Institute and Research Center (PKLI&RC). Under this collaboration, students pursuing the MS Healthcare Management and Innovation (HMI) degree at SDSB will be offered internship opportunities at PKLI. Dean SBASSE, Dr. Muhammad Sabieh Anwar and Dean of PKLI&RC Professor Faisal Dar signed the MOU. Programme Director and Executive in Residence for the MS HMI programme, Dr. Hassan Rauf and Mr. Kashif Khan, were also present. SDSB's MS HMI programme impacts healthcare management by creating leaders, innovators, and managers for the healthcare industry.



MS-TME Industry and Academia Mixer

SDSB creates a bridge between thought leadership and on-the-ground impact by fostering strong industry-academia linkages. In April 2022, a networking mixer was hosted by MS Technology Management & Entrepreneurship Programme Director Sarah Pervez and Executive in Residence (EIR) Badar Khushnood at SDSB. The event brought together progressive tech industry leaders and TME students & faculty to connect, build relationships, gain visibility, explore synergies, and discover new opportunities.

SDSB Student Hamza Ayub (BSc '15) Featured in Forbes 30 Under 30



In August 2022, Hamza Ayub (BSc, 2015 Accounting and Finance) was featured in the Forbes 30 Under 30 - Europe 2022 list. An entrepreneur and marketer, Ayub is the CMO of Dunkin' Switzerland. He is running Dunkin' successfully with innovative marketing, leveraging AI ads, training employees with virtual reality, integrating augmented reality into stores, and creating a cyberpunk-themed store. Hamza is also the founder of AnW Studios, a digital art studio that works with brands and celebrities in China and several countries around the world.

Dr. Faiza Ali Receives Recognition at EURAM



SDSB Associate Professor and Associate Dean of Research, Dr. Faiza Ali was elected as Chair of the Gender, Race and Diversity in Organisations (GRDO) Strategic Interest Group (SIG 05) of the European Academy of Management (EURAM) during EURAM 2022 in Winterthur, Switzerland. The SIG 05 Group of the GRDO aims to advance and disseminate new scholarship and debates addressing all forms of inequalities in the global political economy and how policy measures may be devised to nurture the inclusion of marginalised voices and work towards the social justice and well-being of all individuals and communities.

MBA '22 Establishes Aqsa Fatima and Amna Khan Scholarship Fund



The LUMS MBA Class of 2022 has contributed towards a scholarship fund to honour the memory of their late class fellows, Aqsa Fatima (MBA 2022) and Amna Khan (MS Business and Public Policy 2021), who tragically passed away in a road accident in April 2022. The scholarship fund will partially support the studies of two female students enrolled in the MBA programme at LUMS.



SDSB Faculty wins CPEC Research Grant

In 2022, the project *Electrification – A Step Towards Sustainable Mobility in Pakistan* secured an HEC grant under the CPEC-Collaborative Research Grant initiative. Commenting on the grant, Honorary Dean SDSB, Dr. Alnoor Bhimani, said, “The HEC grant will assist the team of researchers from SDSB and Zhejiang University to advance an important line of research: EV technology-based transportation is reshaping the world. Pakistan must be part of that conversation, and this research will directly speak to supply chain issues and business model enhancement tied to EV. Congratulations to Drs. Shakeel, Usman and Zahoor on undertaking this important research and being awarded this grant.” The project team includes SDSB Associate Professor, Dr. Shakeel S. Jajja (Principal Investigator), Assistant Professor, Dr. Raja Usman Khalid, and Emeritus Professor, Dr. Syed Zahoor Hassan. The project’s collaboration is with the School of Management at Zhejiang university.



Ismaili Civic Donates Trees to LUMS – Civic Engagement and Good Citizenship

On March 4, 2022, the Suleman Dawood School of Business (SDSB) at LUMS partnered with The Ismaili Council for Central Region to organise a tree planting ceremony under the banner of Ismaili CIVIC. *Sesame*, *Gold Mohar*, and *Jacaranda* saplings were donated to the University to promote civic engagement and good citizenship as part of their tree plantation drive, ‘Darakht se Hayat.

Student Exchange MoU with Excelia Business School. France



Suleman Dawood
School of Business



AACSB
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excelia
BUSINESS SCHOOL



EQUIS
ACCREDITED



AACSB
ACCREDITED



ASSOCIATION
AMBA
ACCREDITED

In July 2022, SDSB-LUMS signed an MBA and undergraduate student exchange agreement with Excelia Business School, France. As part of its mission to offer a transformative learning experience, we look forward to our collaboration with Excelia. Excelia Business School is ranked among the best business schools worldwide by the Financial Times with triple crown accreditations.

2022 Innovations that Inspire: SDSB Women's Scholarship



Suleman Dawood
School of Business

Women's Scholarship Initiative

The Association to Advance Collegiate Schools of Business (AACSB), the world's largest business education alliance, has recognised SDSB's 50% women's scholarship initiative in its 2022 *Innovations That Inspire* member spotlight programme. SDSB is one of 24 business schools worldwide to receive this honourable recognition in 2022. The SDSB Women's Scholarship is the first in the world to extend a 50% tuition waiver to any woman accepted to its graduate programmes, advancing women's access to higher education and creating transformative social impact.

Ishook Ram (MBA '22) – First LUMS MBA within the South Punjab Hindu Community



MBA 2022, Ishook Ram is "proud to be the first LUMS MBA from 0.5 million Hindus residing in South Punjab, Pakistan...In my community, there is a lack of education; my story gives a strong motivational message to everyone to study and move forward in life. My leadership approach is to tackle challenges in life, move forward and consistently work to make a change in my life and the life of others."



PhD Management Graduates 2022

In 2022, eight PhD students graduated from SDSB. We congratulate them all on a job well done. The students who graduated are:

- | | |
|----------------------|------------------------|
| 1. Aneeka Kanwal | 5. Mamoona Arshad |
| 2. Attique Ur Rehman | 6. Ramsha Naem |
| 3. Hajra Asad | 7. Rizwan Khalid |
| 4. Manal Munir Ch. | 8. Syeda Ayesha Wadood |

Dr. Ghazal M. Zulfiqar Receives Best Paper Award by AOM

SDSB faculty continue to influence business practices through their teaching and scholarship. SDSB faculty Dr. Ghazal M. Zulfiqar and co-author Dr. Ajnesh Prasad received the 2021 Academy of Management Learning and Education best paper award for their paper "Challenging Social Inequality in the Global South: Class, Privilege, and Consciousness-Raising through Critical Management Education" at the AOM Annual Meeting 2022.



Convocation 2022: Celebrating this Year's Graduating Class

On July 1, 2022, around 1100 graduate and undergraduate students from all five schools at LUMS were awarded degrees at the annual convocation. The University's senior leadership, including Pro-Chancellor, Mr. Abdul Razak Dawood; Rector, Mr. Shahid Hussain; Vice Chancellor, Dr. Arshad Ahmad; Members of the LUMS Board of Trustees, Deans, faculty and staff members celebrated the momentous occasion with the graduates and their families. Registrar Ms. Zara Fateh Qizilbash delivered the welcome address, following which the Pro-Chancellor, Mr. Abdul Razak Dawood, formally inaugurated the 34th convocation of LUMS.





10th Asian Management Research and Case Conference (AMRC) 2022

In October 2022, the 10th AMRC Annual Conference was hosted by UAE University in Al-Ain, UAE. This annual conference is a collaboration between SDSB-LUMS, UAEU, Indian Institute of Management Bangalore, and University of Dhaka. The 3-day event comprised presentations and talks around the theme *Building Resilience in an Increasingly Turbulent World: Evolving Managerial Perspectives*.

P@SHA & LUMS: Accelerating Growth Together

In September 2022, the Pakistan Software Houses Association (P@SHA) and the Lahore University of Management Sciences (LUMS) signed an MoU to strengthen industry-academia collaboration geared towards skill development, job placement, industry-driven curriculum, and research.

HBL CFO Visits SDSB-LUMS



Experiential learning is a core component of SDSB’s graduate programmes. On September 15, we were pleased to host Mr. Rayomond Kotwal, CFO-HBL, for an interactive session. SDSB graduate students and faculty attended the event. An engaging Q&A followed the session.



6th Islamic Finance, Banking & Business Ethics Conference (IFBBE) 2022

Building on the success of the past conferences, the International Centre for Education in Islamic Finance (INCEIF), SDSB-LUMS, Universitat Jaume I and the University of Valencia organised the 6th IFBBE Conference on “Inclusion, Ethics and Sustainable Finance for Global Resilience”. This year it was held in Kuala Lumpur and hosted by INCEIF on 5-6 September 2022.

Syed Babar Ali Inducted into the American Academy of Arts & Sciences

Founding Pro-Chancellor, LUMS and philanthropist Syed Babar Ali is among the 270 innovators and leaders from across sectors, disciplines, and geographies, who were inducted into 2020's American Academy of Arts & Sciences cohort at a ceremony on September 9-10, 2022, in Cambridge, Massachusetts. He has been acknowledged in the 'Business, Corporate, and Philanthropic Leadership' category. Syed Babar Ali's extraordinary achievements as an entrepreneur, mentor, leader and philanthropist have left a lasting footprint across Pakistan. He joins 250 Nobel and Pulitzer Prize winners, including 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.



Student Welcome Dinners



The outgoing MS, MBA and EMBA batches organised welcome dinners for their juniors at the Royal Swiss Hotel, Lahore. All three events were entertaining and provided the new students with fantastic opportunities to connect with their peers and teachers.



Dr. Esther P. Ruiz visits SDSB-LUMS

On December 6, 2022, Resident Representative of Pakistan - International Monetary Fund (IMF), Esther Perez Ruiz presented the 2022 Middle East and Central Asia Regional Outlook Report at SDSB-LUMS. Ms. Ruiz provided an in-depth analysis of how the post-pandemic recovery in the Middle East and Central Asia region is progressing amid a confluence of shocks affecting the global economy, the risks policymakers should seek to mitigate to preserve macroeconomic stability, and which policy options can help countries navigate the global uncertain economic environment to build a more inclusive, resilient, and greener future.

London School of Economics holds the “Pakistan@ 75” Summit at LUMS



To celebrate Pakistan’s 75th anniversary, LUMS hosted the Pakistan@75 Summit curated by the South Asia Centre of the London School of Economics and Political Science on November 5, 2022. Two-hundred and fifty plus students, academics, industry professionals, and entrepreneurs attended the event - a major collaboration between LUMS and LSE - that brought together eminent legal professionals, philanthropists, globally renowned scholars, and public health experts for thought-provoking discussions on law, economy, state of development as well as the future of the country.

“Debates about Pakistan’s legal, economic and developmental challenges and issues are ones the world can learn from,” said Professor Alnoor Bhimani, Honorary Dean at the Suleman Dawood School of Business, LUMS and Professor, LSE and Director, LSE South Asia Centre who formally inaugurated the Summit. Mr. Shahid Hussain, the University’s Rector spoke of the significance of discussing Pakistan’s future and Dr. Arshad Ahmad, Vice Chancellor of LUMS noted: “Pakistan @75 brings us to prescient topics, including modernising Pakistan, building capacity, and becoming a powerhouse to embark on a bold nation-building agenda.”

The proceedings commenced with a panel discussion on “*Decolonising Law for a Modern Pakistan*” in which Dame Maura McGowan, Judge, High Court of England and Wales, explained that decolonisation is “a meaningless exercise



unless we have a vision of what it would look like.” The panel discussing this topic included Justice Qazi Faez Isa (Justice, Supreme Court of Pakistan) as well as law advocates Dr. Amber Darr, Ms. Sara Malkani, and Mr. Salman Akram Raja. A second panel discussing “Can Pakistan Become South Asia’s Powerhouse?” comprised distinguished guests Dr. Ali Cheema, Associate Professor, LUMS and Founding Member of the Centre for Economic Research in Pakistan, Mr. Abdul Razak Dawood, Pro Chancellor, LUMS, Ms. Sania Nishtar, Public Health Advocate, Mr. Muhammad Amjad Saqib, Founder, Akhuwat Foundation, and Dr. Mariam Chughtai, Associate Dean, Syed Ahsan Ali and Syed Maratib Ali School of Education, LUMS.

Mr. Dawood indicated that “Population and climate change are the biggest economic threats facing Pakistan, followed by the issue of energy crisis

and national debt.” Dr. Sania Nishtar remarked that “If the office of the Auditor General was to be reformed, it would become a powerful engine of change for the country”. Dr. Muhammad Amjad Saqib stressed the need for comprehensive social, political, and financial inclusion.

The Summit concluded with the launch of the LSE South Asia Centre’s Annual Forum, with a conversation on nation-building between Syed Babar Ali OBE, Founder LUMS, businessman, philanthropist, and educationist and Professor Bhimani. According to Mr. Ali, Pakistan’s key problem is lack of investment in education. He added: “Give people the authority and autonomy to deliver what they are good at, not something that is out of their reach.” The Summit concluded with a note of thanks by Professor Bhimani and a promise to celebrate “Pakistan@80” in 2027.

15 Years of PhD Journeys



SDSB celebrated 15 years of the PhD Programme on December 9, 2022. Doctoral graduate students, supervisors and guests were invited to commemorate the programme, the faculty, current students and alumni. “A doctoral degree represents the culmination of hard work and dedication; seeing it through to the finish line is a testament to perseverance,” observed one of the PhD students.

Electric Mobility Symposium at SDSB-LUMS

An Electric Mobility Symposium was organised at SDSB-LUMS on December 12, 2022. This was a part of a multi-year research project awarded by the Higher Education Commission Pakistan to LUMS in collaboration with Zhejiang University, China. It focused on key issues related to Pakistan’s value chain of Battery Electric Vehicles (BEVs).

Multiple panel discussions during the symposium discussed policy, manufacturing of vehicles and key components, charging infrastructure, users’ adoption of BEVs in Pakistan, and the experience of the diffusion of BEVs in China. Dr. Shakeel Sadiq Jajja, Associate Professor SDSB-LUMS and Principal Investigator of this research project, explained that several different types of EV consumers exist. Each segment has its own set of expectations and constraints and global regulatory trends. This segregation must be considered as it will impact infrastructure and policy decisions.

Speaking at the occasion, the Honorary Dean-SDSB, Dr. Alnoor Bhimani, highlighted the need to promote EVs to tackle climate change and increase economic activity and emphasised the importance of awareness that the need for clean energy sources has never been higher. He acknowledged how a symposium like this brings key players together for the vital conversations that



fuel this momentum at a time when industry-wide collaboration is essential for continued progress. Dr. Yongyi Shou, Professor of Operations Management at the School of Management, Zhejiang University, China, joined the discussion via a weblink and praised the research efforts made by the team to take the much-needed research on BEVs forward. Dr. Yongyi Shou is the Co-PI who has worked extensively on BEV-related supply chain issues and maintains a thorough understanding of the BEV industry in China and how it has evolved over time.

There was also a display of BEVs for the participants to witness the ongoing work on electric mobility in Pakistan. The industry leaders, students, and panel members appreciated the efforts for



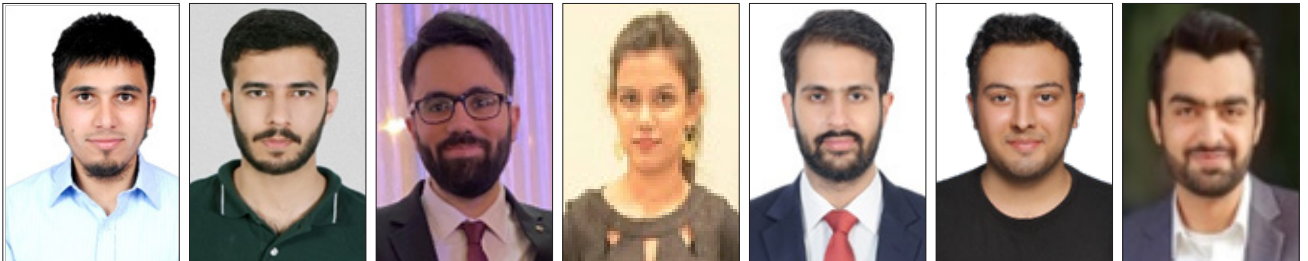
conducting a successful symposium and gave their best wishes to the research team led by Dr. Jajja.

Case Teaching Workshop led by Dr. Wasim Azhar



From December 13-14, 2022, forty educators from three schools of LUMS, FC College and IBA joined SDSB's Workshop on Case Teaching and assumed the role of students once more in order to gain valuable insights on how to improve their teaching skills and methods focused on case-based teaching. The workshop was led by internationally renowned professor Dr. Wasim Azhar, Director of the Center for Teaching Excellence at Hass School of Business (UC Berkeley).

Success Stories: Halliburton and SDSB-LUMS



Left to right: Fahad Ali Khan (BSc '18), Muhammad Ahsan Hafeez (BSc '18), Fawad Suhail Babri (BSc '19), Fiza Irfan (BSc '19), Moazzam Ali (BSc '20), Muhammad Shahzeeb Naveed (BSc '21), and Shajee Abbas Khan (BSc '20)

Halliburton is an American multinational corporation responsible for most of the world's hydraulic fracturing operations. The organisation employs more than 45,000 employees, representing 130 nationalities in more than

80 countries. At present, 7 SDSB Accounting and Finance graduates are working in Halliburton, Pakistan and 5 in the Middle East. SDSB pushes the boundaries of business practice innovations, economic growth and societal advancement. Our graduates

continue to create the future. Students can visit the company's website www.halliburton.com for further information. Connect with Halliburton on Facebook, Twitter, LinkedIn, Instagram and YouTube to look for placement opportunities.

FACULTY PROMOTION



In recognition of teaching excellence, service and scholarly contributions, Dr. Faiza Ali, Dr. Ch. Tanveer Shehzad, and Dr. Zehra Waheed have been appointed as Associate Dean Research, Associate Dean Graduate Programmes, and Associate Dean Undergraduate Programmes, respectively.



QS Global MBA Rankings
2023 Ranked top

201-250

QS Global MBA Rankings
in Asia 2023 Ranked Top

34

QS Global EMBA Rankings
2022 Ranked top

141-150

QS Global EMBA Rankings
in Asia-Pacific 2022
Ranked Top

24

QS World University Rankings in
Business & Management Studies
2023 Ranked Top

151-200

QS World University Rankings in
Accounting & Finance 2023
Ranked Top

151-200

HIGHLIGHTS

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



SDSB is a Harvard Business Publishing Content Partner

ACCREDITATION



**AACSB
ACCREDITED**

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.

13

International student exchange programmes with leading global institutions

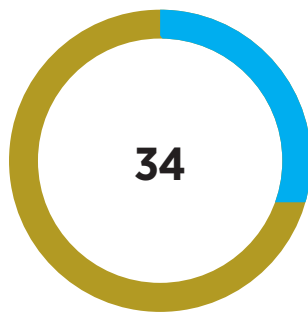
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Centres at LUMS providing support for excellence in teaching and research

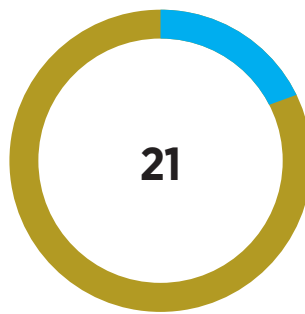
50%

Scholarships awarded to all women admitted to MBA, EMBA and MS programmes

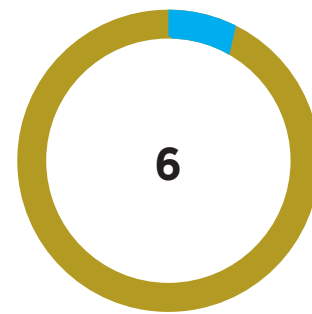
FACULTY RESEARCH RESEARCH AND SCHOLARSHIP OUTPUT



Journal Articles Published



A*/A Journal Articles Published



Cases and Notes Published

DEGREES OFFERED AT SDSB

Bachelor of Science (BSc Honours)

Specialisations :
Accounting & Finance – Management Science

Master of Business Administration (MBA)

Executive Master of Business Administration (EMBA)

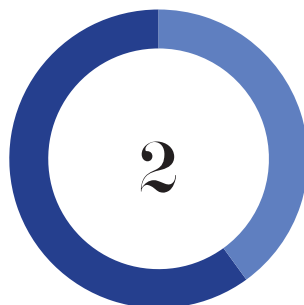
Master of Science (MS)

Specialisations :
Accounting and Analytics
Business and Public Policy
Financial Management
Healthcare Management and Innovation
Supply Chain and Retail Management
Technology Management and Entrepreneurship

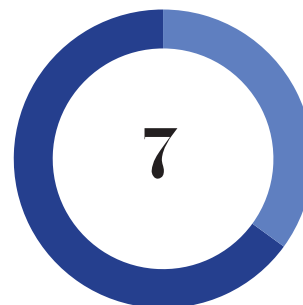
PhD Management

Specialisations :
Finance
Operations Management (OM)
Organisational Behaviour & Strategy (OB&S)

PUBLICATIONS AUTHORED BY PhD STUDENTS



articles published in A*/A ranked
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(ABDC) journal rankings)



articles published in
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