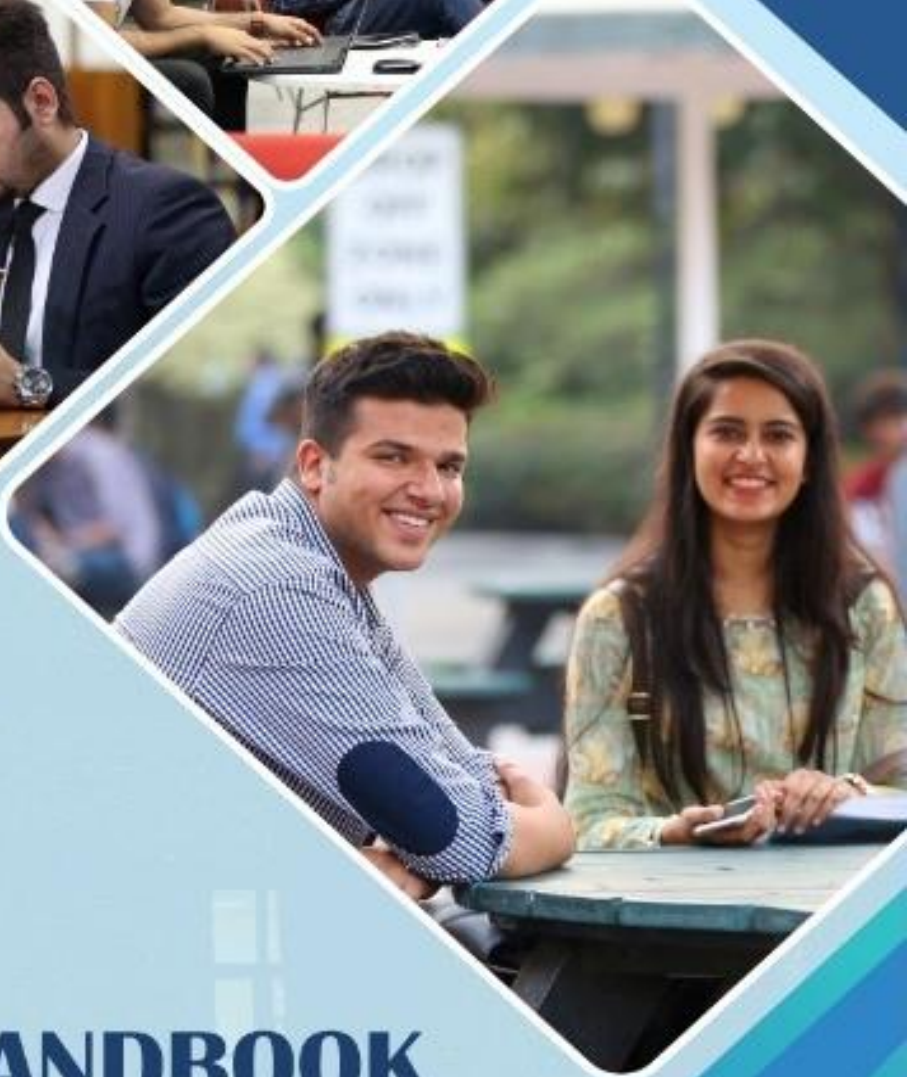
LUMS
A Not-for-Profit University

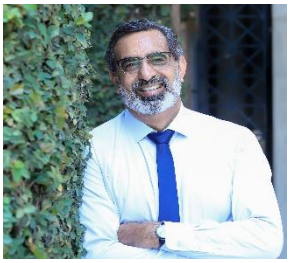
Learning *Without* Borders



STUDENT HANDBOOK

GRADUATE PROGRAMME
2022-2023

MESSAGE FROM THE VICE CHANCELLOR



Dear Graduate Students,

Welcome to LUMS! We are so thrilled that you are joining us to for a journey of academic, professional, and personal development.

LUMS is an ideal place to pursue your graduate degree. We are a top university in the Country, with a renowned commitment to teaching excellence and cutting-edge research across our 5 Schools. Whether pursuing a professional-based or research degree, you will be mentored to become critical thinkers, to work collaboratively, to increase knowledge, to learn specialized skills, and to develop experience that complements prior learning to enhance your career aspirations.

By joining LUMS, you become a part of a dynamic, collaborative, and diverse learning community. We invite you to engage in exciting conversations with peers from over 136 different villages, towns, and cities in Pakistan and beyond. This mosaic is an infinite source of understanding your heritage, languages, and cultural dispositions. Our diverse community will enrich your learning just as much as any of your academic experiences will at LUMS. Take advantage of it!

As a university dedicated to educating our future contributors and leaders, our core values of respect, tolerance, and integrity allow us to provide a learning environment where we can all pursue our dreams and reach our highest potential. As you move forward, we hope you will take these values with you, and keep them at the centre of your work and your relationships with others.

I hope to see you at many of our exciting academic and social events featured throughout the year. Most of all, take this opportunity to make new friends, discover your purpose, and support those who are less fortunate in any way you can.

Good luck in your first semester, and I wish you all the best during your time at LUMS!

Arshad Ahmad

Dr Arshad Ahmad
Vice Chancellor, LUMS

DISCLAIMER

This catalogue represents the most accurate information available at the time of publication in August 2022. The University reserves the right to correct, or otherwise change any information without prior notice at its sole discretion.

The most updated version is available at the Office of the Registrar portal:
http://portal.lums.edu.pk/RegistrarOffice > Documents to Download > Student Handbooks and Policies

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Non-Profit Status

LUMS is a federally chartered university and is approved as a non-profit organization under section 2(36) of Income Tax Ordinance, 2001 in terms of provisions of Clause 63 of Part IV of Second Schedule to the Ordinance. Any individual or organization making donations to LUMS is entitled to a tax credit under section 61 of Income Tax Ordinance, 2001. Moreover, the University has been granted exemption from the levy of income tax under Section 159 of the Ordinance, and thus, tax is not deductible on payments made to the University.

Vision

LUMS is Pakistan's leading research-intensive university, excelling in teaching and driven by a philosophy of 'Learning Without Borders'. LUMS provides an integrated curriculum, uniting disciplines to focus on solving the grand challenges of South Asia and beyond.

Mission

LUMS aspires to achieve excellence in national and international leadership through unparalleled teaching and research, holistic undergraduate education, and civic engagement to serve the critical needs of society.

It seeks to accomplish this mission as a unified institution with cutting-edge research, a modern and rigorous curriculum and socially responsible outreach to the nation and region.

Core Values

Merit

LUMS adheres to merit as the sole criteria in its decision-making. This applies to all aspects of its operations, from selection of faculty and staff, to admission and evaluation of students.

Academic Freedom

We believe in the pursuit of knowledge and value the freedom to explore different disciplines without borders. We respect the right of our community members to express their ideas and encourage freedom of thought.

Integrity

Integrity is the cornerstone of our philosophy and an integral part of all our interactions. We hold ourselves to the highest standards and inculcate a culture of ethical conduct, trust, respect, fairness, and develop the same commitment in our students to ensure that they are responsible global citizens with strong character.

Diversity

Our diversity is our hallmark feature that enriches our community's experience. This is evident in the variety of programmes, disciplines and the different viewpoints, ethnicities and minorities represented on campus. Our exchange programmes and multicultural platform enables our students to embrace diversity and develop a broader perspective on collaboration.

Tolerance

We are committed to creating a positive and safe environment that thrives on freedom of thought. Our community members are encouraged to express unique point of views and engage in polite and respectful exchange of ideas and opinions.

Excellence

We strive for excellence in all our activities; from the creation of new knowledge through scholarship and research to utilising our learnings for the benefit of society.

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ABOUT LUMS

LUMS is a national not-for-profit university, established by sponsors belonging to the country's leading private and public sector corporations. The goal of the sponsors was to develop an institution that would provide rigorous academic and intellectual training and be a feasible alternative to leading universities abroad. The National Management Foundation, the sponsoring body of the University, was incorporated in November 1984 and was granted a charter by the Government of Pakistan in March 1985, with the President of Pakistan being designated the role of the University's Chancellor. Through this charter, the University was given the legal right to establish degree-granting programmes.

The Board of Trustees, the policy-making body of the University, comprises leading members of the business community, academia and representatives of the Government. The principal functions of the Board are to set broad policy guidelines and to review the operations of the University. The Board of Governors, being the sponsors of LUMS, raise the necessary funds for the University's operations and maintenance. Many board members are representatives of the business community and form a crucial link between the University and the industry.

In 1986, LUMS launched its business school with a world-class MBA programme; the school was renamed as the Suleman Dawood School of Business (SDSB) in 2004. In 1994, LUMS started BSc Honours programmes in economics and computer science. Over subsequent years, the University evolved to include more specialisations. In 1999-2000, the School of Arts and Sciences (SoAS) was formed to oversee the undergraduate programmes at LUMS. Later on, graduate programmes in economics, computer science and computer engineering were also added, followed by the launch of doctoral programmes in computer science, computer engineering (later changed to electrical engineering) and mathematics. In addition, Bachelor's programmes in two majors: accounting and finance, and management science, as well as a PhD programme in management and an executive MBA were added to the programmes offered by SDSB. In 2002, a five-year, integrated, BA-LL.B degree was also included to the list of programmes offered by SoAS.

As the programmes and departments expanded, it became apparent that the scope and diversity of the programmes offered by SoAS demanded more meaningful division and focus. Hence, in 2006, the School of Humanities and Social Sciences was established which was later renamed as the School of Humanities, Social Sciences and Law (SHSSL) in 2008 that oversaw the Social Sciences, Economics and Law Departments. The School of Science and Engineering (SSE) was launched in 2008 to oversee the departments of mathematics, computer science, physics, chemistry, biology and electrical engineering. Both schools have been renamed as Mushtaq Ahmad Gurmani School of Humanities and Social Sciences (MGSHSS) and Syed Babar Ali School of Science and Engineering (SBASSE), respectively. A fourth school, Shaikh Ahmad Hassan School of Law (SAHSOL) was launched in 2013. Approved by the Board of Trustees in 2017, the Syed Ahsan Ali and Syed Maratib Ali School of Education (SOE) was established, offering a full-time MPhil Education Leadership and Management degree and a minor in education. An Executive MPhil Education Leadership and Management has also been initiated by the School.

In 2020-21, SDSB further expanded its portfolio by launching six new Master of Science programmes, fulfilling sectoral needs for specialist graduates in business in Pakistan and the region. These new programmes are MS Healthcare Management and Innovation; MS Technology Management and Entrepreneurship; MS Business and Public Policy; MS Financial Management; MS Accounting and Analytics and MS Supply Chain and Retail Management. In the same year, MGSHSS also launched a new minor, Gender and Sexuality Studies.

At LUMS, we believe in education without borders. The centres and offices have been created to make way for tangible and lasting solutions to the communities we serve, locally and beyond. Exciting discoveries are made, and new scholarship is created here through a synergistic relationship between theory and practice.

GRADUATE SCHOOLS AT LUMS

Suleman Dawood School of Business

Since its establishment in 1986, the Business School at Lahore University of Management Sciences has become a national and regional leader in business education. Named after the late entrepreneur, Mr. Suleman Dawood for the generous support extended by his family, the Suleman Dawood School of Business is Pakistan's first and only business school to achieve accreditation by AACSB International – The Association to Advance Collegiate Schools of Business. For over a century, AACSB has led the assessment of business schools globally for programme quality, relevance, impact, and overall educational services. To date, only 5 per cent of the world's business schools have obtained AACSB accreditation. The accreditation is testimony to the quality of SDSB's education and research activities. As an AACSB accredited business school, SDSB graduates lead, transform, and create long lasting impact in business and society.

The School's mission is to advance ethical and thoughtful leadership, influence practice and policy through knowledge generation, and offer a transformational learning experience. Initially modelled on Harvard Business School's teaching philosophy, Suleman Dawood School of Business stresses case-based learning and holds one of Asia's largest case study databases. This is combined with the School integrating experiential and blended learning within its programmes with input from industry leaders and access to a distinguished global alumni network.

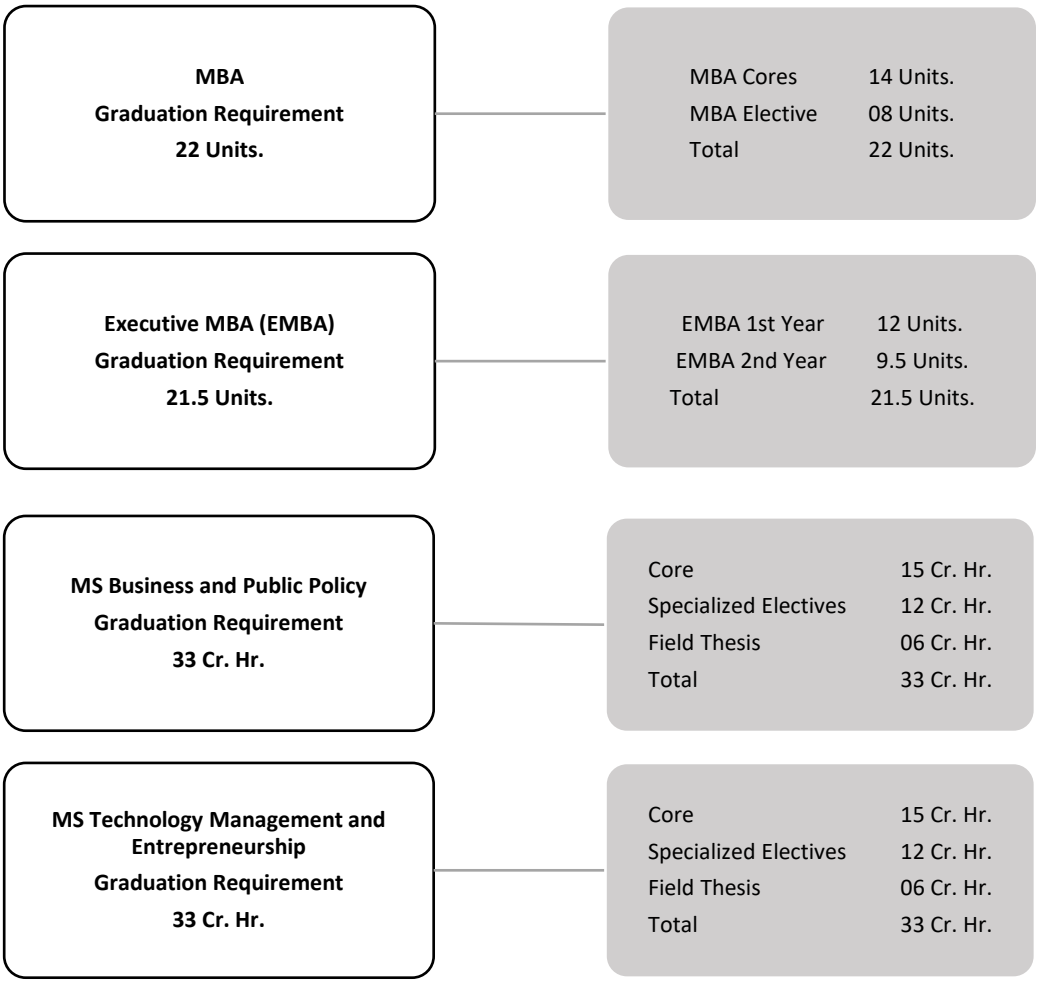
Suleman Dawood School of Business maintains a strong commitment to the evolution of management thinking and the advancement of organisational practices closely tied to social improvement. As part of these efforts, the School offers a 50 per cent scholarship to every female admitted to its graduate programmes, i.e. MBA, Executive MBA and MS. This places SDSB at the forefront of avant-garde business schools in the world in seeking to positively impact societal development through inclusive leadership.

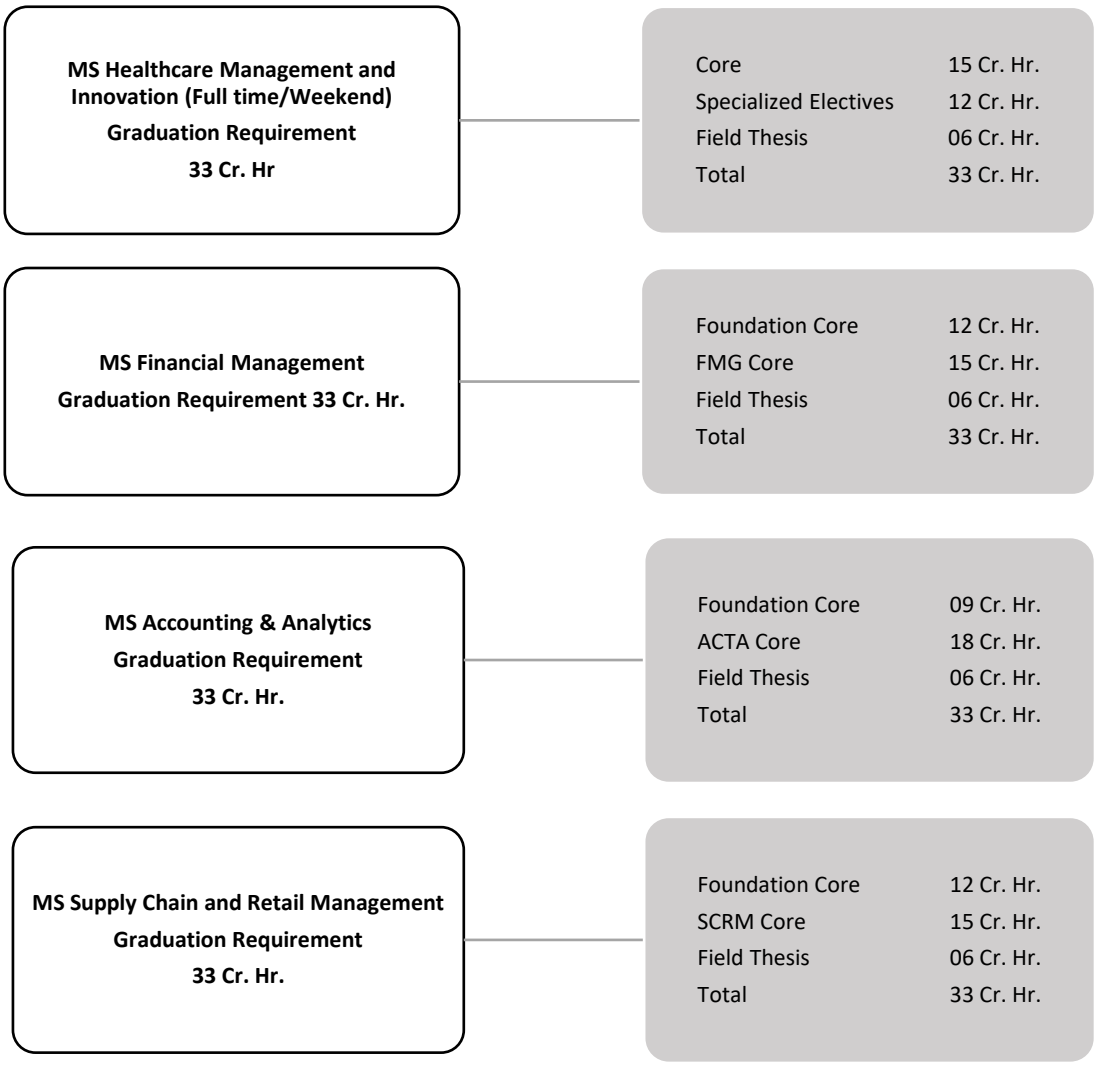
The School currently offers the following graduate academic programmes:

1. MBA
2. Executive MBA
3. MS degrees with specialisations in
    - Accounting and Analytics
    - Business and Public Policy
    - Financial Management
    - Healthcare Management and Innovation
    - Supply Chain and Retail Management
    - Technology Management and Entrepreneurship
4. PhD in Management

A dedicated Centre for Business and Society (CBS) acts as a multidisciplinary platform combining efforts and conversations at the intersection of business and society for a wider stage of influence by rethinking the role of businesses in sustainable societies. Executive courses taught by SDSB faculty at the Rausing Executive Development Centre (REDC) help the School maintain a curriculum relevant to ever-changing business needs and create impactful relationships with corporate leaders.

Suleman Dawood School of Business has the vision to develop ideas and people to shape business and society; this is achieved by nurturing trailblazers and changemakers who don't just add value but create it. We welcome you to explore our programmes and see for yourself.

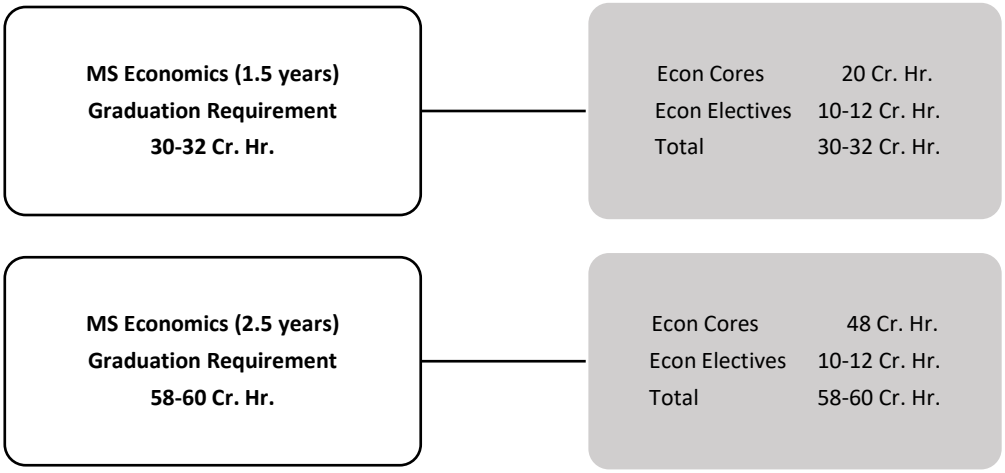



MS Healthcare Management and Innovation (Full time/Weekend)
Graduation Requirement
33 Cr. Hr
Core 15 Cr. Hr.
Specialized Electives 12 Cr. Hr.
Field Thesis 06 Cr. Hr.
Total 33 Cr. Hr.
MS Financial Management
Graduation Requirement 33 Cr. Hr.
Foundation Core 12 Cr. Hr.
FMG Core 15 Cr. Hr.
Field Thesis 06 Cr. Hr.
Total 33 Cr. Hr.
MS Accounting & Analytics
Graduation Requirement
33 Cr. Hr.
Foundation Core 09 Cr. Hr.
ACTA Core 18 Cr. Hr.
Field Thesis 06 Cr. Hr.
Total 33 Cr. Hr.
MS Supply Chain and Retail Management
Graduation Requirement
33 Cr. Hr.
Foundation Core 12 Cr. Hr.
SCRM Core 15 Cr. Hr.
Field Thesis 06 Cr. Hr.
Total 33 Cr. Hr.

Mushtaq Ahmad Gurmani School of Humanities and Social Sciences

MGSHSS offers the most diverse humanities and social sciences programmes for students, along with an invigorating teaching and research environment for faculty in the entire South Asian region. Taking advantage of high-quality teaching and research at LUMS, the MS Economics programme at MGSHSS is designed for fresh graduates as well as for professionals seeking training in Economics for career progression or change. It encourages students to apply their training to address and resolve major challenges in business and policy.

- MS Economics (1.5 years)
- MS Economics (2.5 years)



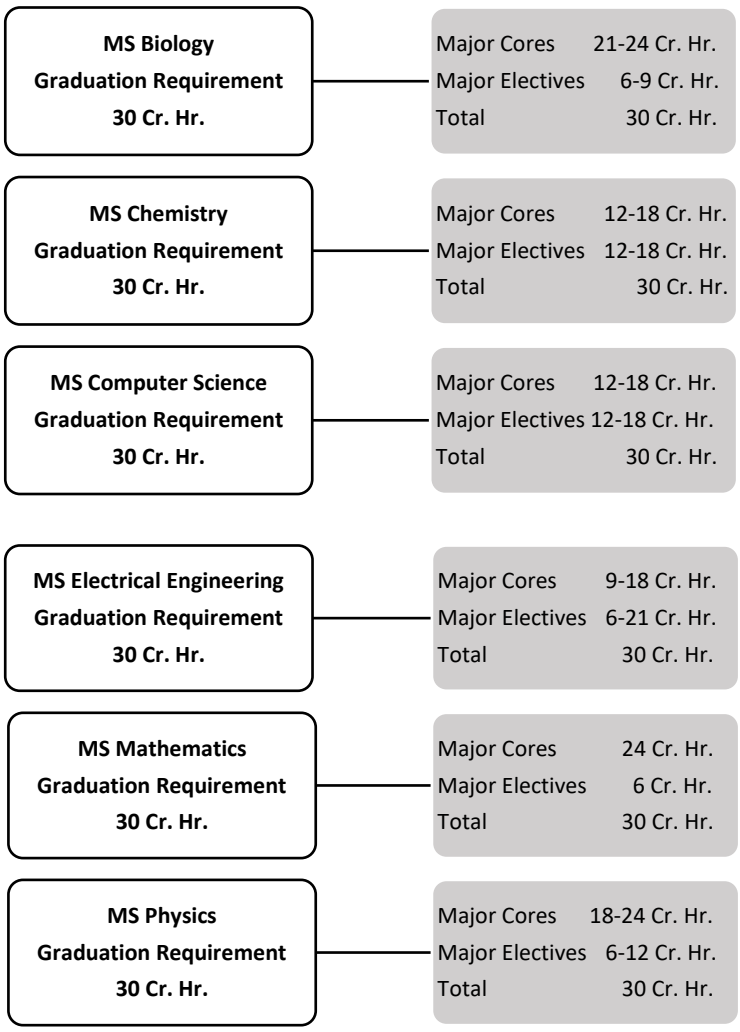
Syed Babar Ali School of Science and Engineering

The SBASSE, modelled on some of the leading universities of the world, implements a paradigm shift for science and engineering education in the country. Its mission is to produce quality graduates who are technically competent problem solvers, and to create knowledge through interdisciplinary research on issues of local and global relevance.

SBASSE offers MS and PhD programmes in the following disciplines:

- Biology
- Chemistry
- Computer Science
- Electrical Engineering
- Mathematics
- Physics

Some of these programmes offer industrially sponsored graduate positions. More details will be available on the website.



Syed Ahsan Ali & Syed Maratib Ali School of Education

Syed Ahsan Ali & Syed Maratib Ali School of Education aims to produce strategic leader and change maker in a rapidly expanding educational milieu of Pakistan. With an extensive one-year field experience, SOE enables the graduates to be capable of being policy researchers and reflective practitioners.

Since its inception, SOE has launched an intensive full-time MPhil Education Leadership and Management (ELM) programme as well as an undergraduate minor in Education. The graduate programme at SOE was conceived in response to the rapid expansion in demand for educational services and the resulting explosive growth in Pakistan's education sector. To cater the demand of well-trained decision-makers and leaders in the sector, such as school principals, managers of school chains, policy analysts and implementers, as well as higher education administrators, SOE aims to produce a new class of educational leaders that will provide strategic direction to a burgeoning education ecosystem.

SOE is also rapidly expanding and growing to further address the education sector challenges. In 2021, SOE has successfully launched an intensive full-time Executive MPhil Education Leadership and Management (ELM) weekend Programme as well as the specialized stream in undergraduate minor in Education i.e., Policy, Politics and Governance. In 2022, SOE has successfully launched another stream i.e., Undergraduate Minor in Education with Curriculum and Instruction. As part of its expansion, the school is on track to offer additional specialized streams such as Inclusive Education, Technology, and Entrepreneurship within the larger undergraduate minor in Education.

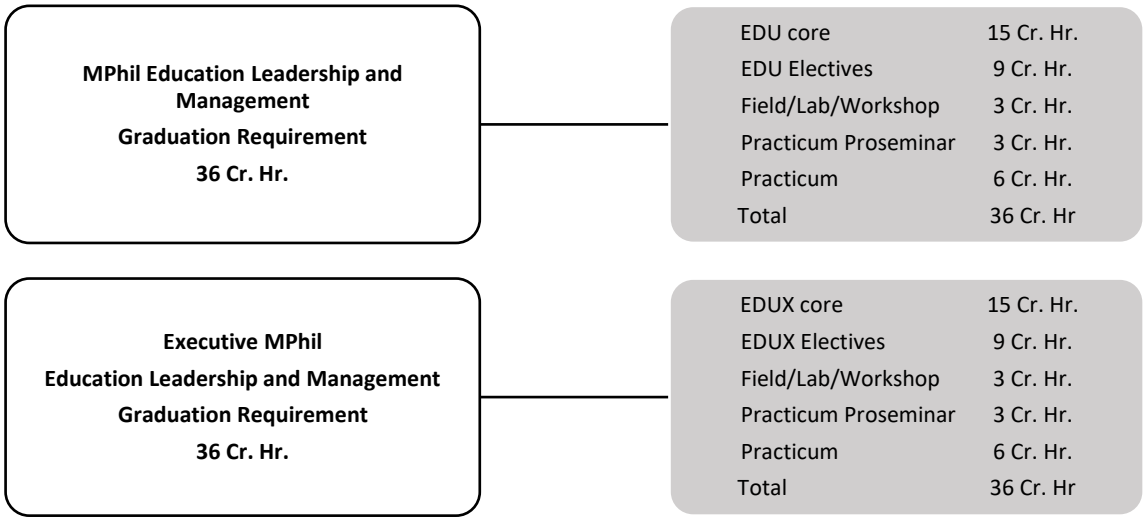
The school aims to cater to the varying educational needs of a culturally diverse and geographically dispersed student body by preparing them academically, personally, and professionally. This provides them access to opportunities that will allow them to make a difference in the educational landscape.

SOE has several important departments which collaboratively work to make the student experience a meaningful one over the course of a programme. Departments include the Dean's office, the Academics office, Marketing and Student services, the Partnerships office, the Career Placement office and Professional Education and Policy Engagement Office.

A central component to a student's time at SOE is his/her engagement with practitioners in the education sector. To ensure students have easy access to the professional education landscape, SOE has partnered with a network of schools and educational organizations for the purpose of placing students for field engagement and ensuring student engagement with organizations for the practicum module of the graduate course work. The broad spectrum of educational institutions and organizations includes public, private, trust schools, for profit, non-profit, non-formal, as well as Madrassah schools which help to create an enriching varied experience.

Vision:
We seek to operate at the crucial nexus of research, policy and practice, supporting a faculty that is internationally competitive, connected, and relevant. The curriculum, featuring extensive field engagement, will produce graduates capable of becoming strategic leaders, policy researchers, and reflective practitioners, distinctly placed to direct and shape a reimagined and vibrant education reform agenda for Pakistan.
The institution is fuelled by the mission to produce future leaders who will *Reflect* thoughtfully, learn to *Redefine* best practices in education, and collectively *Reimagine* an education *Reform* agenda for Pakistan.

SOE offers a 2-year MPhil degree in Education Leadership and Management and a 2-year Executive MPhil degree in Education Leadership and Management.



Graduate
Programme Policies & Regulations

GRADUATE PROGRAMME POLICIES AND REGULATIONS

All students are subject to the University's academic policies and regulations. Students are responsible for ensuring that they meet the University and degree requirements in addition to meeting the academic deadlines.

1. Academic Year

The academic year at LUMS comprises of two regular semesters, the Fall and Spring semesters. Each regular semester is of 16 weeks. A class scheduled twice a week has 30 sessions in the semester, 15 class sessions for each weekday. Faculty is required to take at least 28 sessions, including midterm examinations. Two extra sessions can be utilized for regular/review classes (as needed). Graded instruments cannot be taken in these sessions. One week of final examinations follows. The Fall semester begins at the end of August and lasts through late-December, while the Spring semester is from mid-January through late-May.

The Summer semester is optional* and is of 8 weeks' duration divided into two sessions, I and II, including the final examinations. It is a special accelerated semester with the same contact hours as a regular semester.

**Mandatory for SDSB MS programmes*

2. Registration of Courses

Semester registration/enrollment is the implementation of the course memo. The course memo is an online course catalogue that contains complete information regarding the courses that are offered by the respective departments in a semester. It is available well before the commencement of the next semester's enrollment. Students are required to plan their courses according to the information available in the course memo and in consultation with their academic advisor/School advisement unit.

For registration of MS or PhD Thesis credits, students submit the desired DTR or Master's Thesis online application according to the timeline as defined by the Office of the Registrar.

2.1. Course Descriptions

Course descriptions facilitate students in course selection for the semester. They are provided by the respective departments/schools, and include information regarding course material, grading components and criteria. They are available in Zambeel before the commencement of enrollment phases of the upcoming semester.

2.2. Course Outlines

Course outlines are available to students enrolled in those courses via the Learning Management System (LMS). These enable the students to understand the detailed requirements of the courses as finalized by the instructors.

2.3. Online Course Evaluations by Students

Students submit the online course evaluation(s) at the end of each semester, prior to the final examination week. During the announced period, the course evaluations forms can be accessed and submitted at https://evaluation.lums.edu.pk.

The University provides course evaluation information of previous course offerings. This additional information further facilitates the students in course selection. The previous course evaluations are available at http://portal.lums.edu.pk/RegistrarOffice.

3. Phases of Course Registration

The semester course registration is processed in two phases, namely, Enrollment Phases I and II. The Office of the Registrar publishes the semester course registration deadlines for the academic year and lists details of the process and the respective closure dates for each phase.

Semester enrollment is finalized according to course capacity and eligibility criteria, as defined in the course memo by the respective departments/schools. During the phases of semester enrollment, students provisionally register in requisite courses through their Zambeel self-service.

3.1. Enrollment Phase I

This is a school-specific enrollment where students enroll in core and major elective courses according to enrollment appointments for their respective year/level, spread out over a few days.

3.2. Enrollment Phase II

This phase is for students to enroll in distribution and free elective courses. Students (all levels/majors/schools) add their requests by selecting the waitlist option and enrollment is processed according to random selection. This ensures that all students have an equal chance of enrollment in the requested course.

4. Add/Drop and Withdrawal Periods for Regular Courses

4.1. Regular Semesters

For regular semesters, Add/Drop period runs for 14 days starting from 3 calendar days before the start of the semester and continuing till 11 calendar days into the semester. During this period, students may Add/Drop courses. It is further divided into following:

4.1.1. Add/Drop period through Zambeel

Students can add, swap or drop courses through their Zambeel accounts starting from 3 calendar days before the start of semester up to 7th day of the semester.

4.1.2. Add Only day

After the expiry of Add/Drop through Zambeel, students have one day (8th day of the semester) on which they can only add or swap courses. Course drop is not allowed on this day except by approval (please see below).

4.1.3. Add/Drop by approval

This period also starts after the expiry of Add/Drop through Zambeel and ends on the 11th day of the semester. Under special circumstances, students may contact their school coordinator or the coordinator of their major department for course Add/Drop. As appropriate, departments can forward these requests to the Office of the Registrar with the approval of the Department Chair or School Dean for implementation in the system.

4.1.4. Drop Only period*

This period runs from the 9th day of the semester till the Friday of 5th week of the semester. Students can drop courses up to their specified minimum enrollment limit (please refer to Section 5 below)

**The Drop Only period is further divided according to course drop charges. For further details, please refer to Finance Department in Section 3.*

Course rosters validating the students enrolled in the courses are communicated to the respective departments/schools at the end of the Add/Drop period, and again after Drop Only period. Students not enrolled in a particular course will not be allowed to attend classes for that course after Add/Drop period, or after Drop Only period for courses which they have dropped. Courses dropped within the Add/Drop period and Drop Only deadline do not appear on the transcript.

4.1.5. Withdrawal Period

After the expiry of the Drop Only deadline, students cannot drop but may withdraw from course(s) till the end of the 12th week of a regular semester, as announced in the academic calendar. Students can withdraw from courses via their Zambeel Self Service provided they maintain the minimum load requirement of 6-12 credit hours (as defined in their respective programme). W grade is automatically assigned by the system.

However, under special circumstances, students may be allowed to withdraw from more or all courses taking them to below the 6 credit hours requirement. In such cases, student should route the request via the School DGPC. Following the DGPC's approval, the student will be withdrawn from the necessary courses and W grade will be assigned to all the courses and visible on the transcript.

Please note that within the duration of the graduate programme, a student can withdraw from a maximum of 2 courses (individually) with a W on transcript, as per defined policy. This condition is not applicable when all courses in a semester are withdrawn simultaneously owing to extenuating circumstances. The W grade is visible on the student's transcript and will not be removed even if the student successfully completes the course in a subsequent semester.

The fee for a withdrawn course will not be refunded.

After the course withdrawal deadline as announced in the academic calendar, students do not have the option of discontinuing the course(s). Discontinuation of course(s) will result in F grade or a grade assigned according to the percentage of course instruments attempted. This grade is visible on the transcript and will affect the CGPA.

Please note that withdrawing from all courses in a semester is not the same as applying to take a semester off before the start of classes.

4.2. Summer Semester

Please note that there is no Drop Only period for the Summer semester. After the Add/Drop Period deadline, students cannot drop but may withdraw from courses during the Course Withdrawal Period. Students can withdraw from courses via their Zambeel Self Service. W grade is automatically assigned by the system. Students are advised to consider this before enrolling into the Summer semester. Exceptional

cases may be catered to with the recommendation of the Office of Student Affairs, subject to proper documentation being provided.

5. Withdrawals

Withdrawals are broadly categorized as:

i. Voluntary Withdrawal from the University and programme results in the permanent cancellation of the student's active status at LUMS.
ii. Semester off from the campus results in withdrawal from that semester only and deactivation of the student's enrolled status for that particular semester.
iii. Withdrawal from all courses in a semester, approved by OSA, owing to extenuating circumstances, resulting in all 'W' grades on the transcript for that particular semester.
iv. Withdrawal from a course in a semester resulting in a 'W' grade on the transcript for that particular course.
v. Involuntary Withdrawal
    - Involuntary Withdrawal from the Programme
    - Involuntary Withdrawal from the Semester
vi. Unauthorized Withdrawal

Note: Withdrawing from all courses in a semester is NOT equivalent to taking a semester off.

5.1. Voluntary Withdrawal from the University/Programme

Students may withdraw voluntarily from the programme at any time during the semester. Students wishing to withdraw must inform their academic advisor in writing and submit an online application via their Zambeel self-service, citing the reason for withdrawal. A system-generated notification is sent to the relevant offices of the University as necessary. The online clearance process is initiated by the Office of the Registrar and the student is required to follow this process, starting with the return of the LUMS Smart card to the Vigilance department. Once this process is concluded and the student's university withdrawal request is approved, the student's status is permanently deactivated, and the student is no more deemed a regular student at LUMS.

Students are strongly encouraged to contact the respective Graduate Programme Coordinator to fully understand the implications of their decision. Students who fail to give notice of their withdrawal should expect to receive failing grades and are automatically separated from their programme.

A student who withdraws from the university is eligible to apply afresh.

5.2. Semester off from Campus (Leave of Absence)

Under exceptional circumstances, for example severe illness, the affected student can take a maximum of two semesters off. Such leave of absence is initiated by the academic advisor and is subject to approval of the DGPC. A student can apply for leave by filing the relevant online form, which can be accessed via their Zambeel self-service. In order that this application may be acknowledged and processed by the aforementioned authorities in time, the last day to apply for this will be the day before the commencement of classes for that semester.

In case student is not enrolled in courses and no leave of absence application is received, it would be treated as *Unauthorized Withdrawal*. For details, please refer to the Unauthorized Withdrawal policy.

MGSHSS and SBASSE MS Students, as part of the leave application, need to submit a plan of study including the following information:

- Letter graded courses already taken by the student.
- Courses the student will take after returning from the leave to complete the graduation requirements, and the semester(s) in which the student plans to take these courses.

This plan of study is required to be verified, to ensure if the student can complete coursework for graduation in the maximum allowed time to complete the degree requirements. Given that most of the courses (including core courses) are not offered every semester, it is important that student and the DGPC know the impact of the leave in terms of graduation delay. For example, a leave for one semester may delay the graduation for a year. If the application is approved, the student can take the semester off, which means that the student does not have to pay the semester registration fee to continue at LUMS.

A semester taken off counts towards the maximum academic duration of the MS programme.

The probationary status of a student remains the same on re-joining LUMS after taking a semester off. In case of structured programmes, taking a semester off is discouraged and should apply for semester off after consulting the faculty advisor/DGPC/programme coordinator. As the summer semester is optional (except for all SDSB programmes), there is no need for students to submit this application.

Key points to consider for relevant MS/MPhil Programmes:

i. **MGSHSS MS Economics Programme:** Students not passing pre-requisite of a course cannot take subsequent courses. Hence, students cannot apply for semester off or withdrawal from their first semester upon joining the Programme. In case a student cannot continue in the first semester, s/he can apply for deferment for the whole year through Office of Admission, prior to the commencement of orientation. For the second semester, students may apply for semester-off. Period of deferment will be considered in the period specified for the completion of Programme.

ii. **SDSB MS Programme:** students will have option to apply for a semester/module withdrawal under extreme circumstances from second semester onwards as per university's timeline, rules/guidelines established/communicated by RO. For the first semester/module, only programme withdrawal option is available.

iii. **SOE MPhil/Executive MPhil Programme:** if coursework is dropped for one semester, it will have to be repeated in the same semester the following academic year, such that each cohort (incoming class) continues to move together towards its main deadlines of Practicum Pro-Seminar and Practicum. So, in effect, coursework will be dropped for the entire year.

5.3. Withdrawal from all courses in a semester

In extreme emergencies, students can voluntarily withdraw from a semester until the last day of classes as per the recommendation of the DGPC, provided there are medical grounds or circumstances beyond their control. Students are required to submit the online withdrawal application via their Zambeel self-service and upload proper documentation/medical certificate for verification by the Office of Student Affairs (OSA), which is approved/declined by the OSA after seeking input from respective department, if needed. If the documentation provided is based on misrepresentation, it is treated as a serious disciplinary matter and the student can be separated from the university. Students on probation, who are allowed to withdraw

from a semester, can resume their studies in the following semester with their probationary status unchanged.

5.4. Withdrawal from a course in a semester

Students may withdraw* from course(s) till the end of the 12th week of a regular semester, as announced in the academic calendar. Students can withdraw from course(s) via their Zambeel Self Service provided their minimum load requirement as defined for the respective MS/MPhil programmes (which is usually 6-9 credit hours) to maintain their regular/active status is fulfilled. "W" grade is automatically assigned by the system.

**For SDSB MS Programmes, course withdrawal is not automatically allowed as these are structured programmes.*

5.5. Involuntary Withdrawal

In extreme cases, the University may insist on a student's involuntary withdrawal from the semester or the programme if, in the judgement of the Departmental Graduate Programme Committee the student:

- Poses a threat to the lives or safety of him/herself or other members of the LUMS community.
- Has a medical or psychological condition that is likely to be exacerbated by the academic and/or living environment at LUMS.
- Has a medical condition or demonstrates behaviour that seriously interferes with academic and professional activities of the LUMS community.

The DGPC may route such cases through the Disciplinary Committee.

Depending on the severity of the threat, a student's involuntary withdrawal is categorized as:

5.1.1. Involuntary Withdrawal from the Programme

On processing of the involuntary withdrawal request, the student status is deactivated, and s/he is no more deemed a regular LUMS student.

5.1.2. Involuntary Withdrawal from the Semester

In cases where it is judged that the student is able to recover/cope, the student is allowed a specified break, on the condition that s/he will provide documentation of treatment before being considered for re-joining. The students are required to have a clearance interview with the head of student affairs and student counsellor.

The degree completion time criterion is not relaxed, and an academic plan approved by DGPC/MS Programme Committee must also be attached with the petition for resumption of studies.

These requirements are verified by the Office of Student Affairs, and if recommended, Office of the Registrar may allow the student to resume studies.

5.6. Unauthorized Withdrawal

Students who leave the University without prior permission to withdraw are considered to have resigned and their admission stands cancelled. A maximum of 3 attempts are made via email and a letter to contact such students who are absent from the University without prior information. Students are asked to either enroll in their courses within the enrollment period or to apply for semester off.

Finally, a warning letter and an email is issued to students stating that they are required to complete documentation to take the semester/module/year off. If they fail to respond within one week of issuance of this third warning, they are issued an unauthorized withdrawal letter from the Programme.
In case a LUMS student is simultaneously enrolled in another **full-time** degree programme in other university/institute, the student will be asked to de-enroll from the other programme.

6. Student Status and Course Load

6.1. Regular Semester

Full time graduate students enroll between 6-12[1] semester credit hours in a regular semester. Students are required to take a minimum of 6 credit hours to maintain their regular/active student status. It is the responsibility of the student to maintain this status and stay active in the semester.

Students are encouraged to consult with their school advisement unit to devise a balanced plan of study in order to complete the graduation requirements in a timely manner. This prevents a situation in which students need to take courses over and above the permissible semester limit, in order to graduate with their cohort. Students who end up in this situation will not necessarily be given permission, or be granted priority, for registering in courses.

However, in extreme cases (physical/psychological disability/any other valid reason), on the recommendation of the DGPC, a student may be allowed to take less than 6 credit hours in one or more semesters (accordingly the student status is converted to part-time[2]). The decision is made on a case to case basis. However, it is the student's responsibility to complete the degree requirements within the applicable programme limit. Similarly, graduating students requiring less than 6 credit hours to graduate can also petition to DGPC for taking a lesser workload.

6.2. Summer Semester

While there is no minimum enrollment limit for the optional Summer semester, students are allowed to take a maximum of 4 credit hours per session i.e. maximum 8 credits in the Summer semester.

Note. The summer semester is mandatory for SDSB MS Regular and Weekend Programmes, students are allowed to take minimum 3 credit hours and maximum 9 credit hours in Module III.

7. Pre-Requisites of Courses

The enrollment phases for the next semester commence prior to the final examinations of the current semester.

The registration system recognizes whether the pre-requisite course has been taken by the student or is in-progress. Ideally, all pre-requisite requirements for a course should be met before registering for the course. This may not be possible if a course and its pre-requisite course are offered in consecutive semesters and the result of the pre-requisite has not been declared at the time of registration. In the event that the student fails the pre-requisite course, it is his responsibility to drop the subsequent course unless

[1] For course load in MS-Economics 2.5-year programme, MPhil ELM/Executive MPhil ELM, and SDSB MS Programmes please refer to the respective school sections.
[2] For further details on Part Time Students, please refer to section, Full-Time and Part-Time Students under SBASSE.

permission has been obtained from the school's advisement unit to continue with the course and repeat the pre-requisite course at a later stage.

Pre-requisite and subsequent courses (co-requisites) cannot be taken together in a semester.

8. Cross-listed Courses

Some courses are listed in more than one subject area with separate course codes for the relevant areas. A student may register for the course with only one prefix and the course will count towards the chosen area for the duration of the programme. The chosen course code will not be changed in Zambeel after the Add/Drop period. Students should carefully select the correct prefix while registering in cross-listed courses. Cross-listed courses cannot be re-labelled with a different prefix on the transcript.

8.1. Course Repeat and Replace Policy

- Students may repeat courses previously taken and the grade of both the attempts are visible on the transcript.
- A student can repeat **as many courses as** one wants but one particular course can only be repeated once.
- For all the courses repeated, the best attained grade will be counted towards the computation of CGPA, **regardless** of the grade attained in the first attempt.
- **Repeated courses do not count towards honours and awards.**
- Students who receive an F grade in a core course must repeat that course as a graduation requirement. It is recommended that students repeat a core course in the next two offerings. For instance, if a course is offered in the Fall semester and is later offered in the Spring semester and again in the Fall semester of the next year, then the course must be repeated either in the Spring semester or in the Fall semester of the next year this would be the last opportunity to repeat the course.
- For elective courses, repeated courses must be taken at the next available offering.
- If the second offering of the required course is in the Summer semester, then it is not treated as a second offering for a student who is not registered for Summer semester. However, if the student is registered in the summer semester and is enrolled in the particular course, then it is treated as the second offering.
- Students who repeat a core course in the first offering may be allowed to withdraw from the course. However, this will be considered as an attempt, and they will have only one more chance at attempting the course in the next immediate offering.
- The course grade will be replaced only if the same course is repeated. Exceptions to this will only be given by the DGPC provided that the course replaced is substantially similar to the original course which is not being offered again by the department.

Note: MS Economics Students are required to consult their department before repeating courses.

9. Course Audit

Course auditing implies that students can sit through classes but are not eligible to participate actively in class discussions and assignments, nor can they take midterm and/or final examinations. No grade shall be assigned to the student. Other details are:

- Audited courses do not appear on the transcript.
- There is no separate University certificate for course audit.

- In order to audit the course, students must apply to Office of the Registrar on the prescribed form available at http://portal.lums.edu.pk/RegistrarOffice. The course audit forms must be submitted by the 7th day into the semester. In case of Summer semester, which is compressed, forms should be submitted by the first day of classes.
- Permission is granted on first-come first-served basis, depending upon the availability of seats in the course.
- Certain courses may be closed for auditing on the request of the instructor.
- Students may audit courses in a semester even if they have taken the semester off.
- Students cannot audit courses if they have been separated from the University and await readmission.
- Students may take the course as a regular course after auditing it in a previous semester.
- Auditing a course does not merit availing any University facility. Such students are not provided hostel accommodation.
- Students wishing to audit a course are required to pay the requisite fee. Please refer to Section: Office of Finance for further details.

10. Course Cancellation

Following the University guidelines and as communicated by the respective departments/schools, the Office of the Registrar processes the cancellation of courses offered in a semester. This decision may be taken at any time during initial course registration or Add/Drop period.

11. Academic Performance

Course grades are visible to the students in their Zambeel self-service once they are finalized by the course instructor and are then posted in Zambeel by Office of the Registrar.

11.1. Student Evaluation

Students are formally evaluated by the faculty through appropriate instruments, as specified in the course outline. The defined course instruments are used in grading the course. These may typically include, but are not limited, to the following:

- Quizzes
- Assignments
- Projects
- Class participation
- Examinations

The instructor informs students about the weightage assigned to each instrument. This is mentioned in the course outline and it is used for evaluating student performance in the course.

11.2. Grades

Grades are communicated to students and made available on Zambeel upon the declaration and compilation of results for each semester. Students are advised to keep their graded quizzes, homework and exam papers until the final grade for the course has been officially announced. Letter grades, their numerical equivalents and performance labels are displayed in the table below.

Students may petition for a review of the grade to the instructor of the course up to two weeks after the grade has been announced. Students must, however, bear in mind that the grade review may result in any one of the following:

- No change in the grade.
- Grade improvement.
- Grade reduction.

Letter Grade Description

Performance	Letter Grade	Numeric Value
Exceptional	**A+***	**4.0**
Outstanding	**A**	**4.0**
Excellent	**A-**	**3.7**
Very Good	**B+**	**3.3**
Good	**B**	**3.0**
Average	**B-**	**2.7**
Satisfactory	**C+**	**2.3**
Low Pass	**C**	**2.0**
Marginal Pass	**C-**	**1.7**
Unsatisfactory	**D**	**1.0**
Fail	**F***	**0.0**
Withdrawn	**W****	**-**
Incomplete	**I*****	**-**
Pass	**P********	**-**
In Progress	**IP*********	**-**
Transfer	**T**********	**-**

** **A+** and **F** are absolute grades. The other grades (**A** to **D**) may be awarded on the basis of relative performance.*

*** **W** has no numeric equivalent and credit hours for withdrawn courses do not count towards the credit hours taken for the semester.*

**** **I** Grade: The Directed coursework grades submission deadline is within the semester absolute grading deadline. If the DCW grade is pending, the instructor can assign 'I' grade. After 6 weeks, into the next semester (Summer not counting), a reminder/warning is sent to the instructor and student for final grade submission, in case the grade is still pending. After two weeks of reminder/warning, an F grade is assigned for DCW. The semester GPA and CGPA are recomputed.*

**** **P** grade is assigned only for specific courses (i.e. MS Thesis). The Pass credits and grade are not used in the computation of GPA and the credits for the DCW are earned. Whereas a Fail grade will count negatively towards the CGPA calculation with no credit given for the course.

****** **IP** grade is assigned in case the Thesis is not complete and is in progress. Once the grade is finalized, the semester GPA and CGPA are recomputed.*

******* **T** in the transcript grades column signifies that the respective course credits have been approved and transferred to LUMS.*

11.3. Calculation of Semester GPA

The GPA in a particular semester, i.e. the Semester Grade Point Average (also called the term GPA) is calculated using the following method.

- The instructor assigns a certain letter grade to a student in a particular course. The numeric equivalents of letter grades are provided in Table below.
- The Grade Points for all the courses taken in that particular semester are calculated by multiplying the numeric equivalent of the grade achieved with the credit hours for that course.
- The Grade Points are then added together.

- The sum of Grade Points is then divided by the total number of credit hours taken in that semester. The result is the Semester (term) GPA for that semester. For example:

Courses Taken	Letter Grade	Numeric Equivalent	Course Credit Hours	Grade Points
Course 1	A	4.0	4	16.0
Course 2	B+	3.3	4	13.2
Course 3	F	0.0	3	0.0
Course 4	W	-	-	-
Course 5	C+	2.3	4	9.2
Total			15	38.4

Semester GPA = Sum of Grade Points/Total Course Credit Hours = 38.4/15 = 2.56

While semester GPA is calculated using all credit hours attempted in the semester (15 in the above example), it is only the successfully completed credit hours which count towards the graduation requirements. Note that credit hours for withdrawn courses do not count towards the credit hours attempted in the semester. However, credit hours of courses with F grade are included in the total credit hours attempted. Therefore, in the above example the student has attempted 15 credit hours and successfully completed 12 credit hours (excluding the 3 credit hours for the W grade).

11.4. Calculation of CGPA

The calculation of Cumulative Grade Point Average (CGPA) follows the same procedure for all courses taken from the start of the graduate programme. Here is an Illustrative example with hypothetical data for CGPA calculation.

Semester 1:

Courses Taken	Letter Grade	Numeric Equivalent	Course Credit Hours	Grade Points
Course 1	A	4.0	4	16.0
Course 2	B+	3.3	4	13.2
Course 3	C-	1.7	4	6.8
Course 4	W	-	-	-
Course 5	F	0.0	3	0
Total			15	36

Semester 1 GPA = Sum of Grade Points/Total Course Credit Hours = 36/15 = 2.40

In the given sample, the student has a semester GPA of 2.40 at the end of Semester 1. The student has attempted 15 credit hours. The student fails course 5 in Semester 1.

Semester 2:

Courses Taken	Letter Grade	Numeric Equivalent	Course Credit Hours	Grade Points
Course 5	A	4.0	3	12.0
Course 6	B-	2.7	4	10.8
Course 7	B+	3.3	3	9.9
Course 8	C+	2.3	3	6.9
Total			13	39.6

Semester 2 GPA = Sum of Grade Points/Total Course Credit Hours = 39.6/13 = 3.04

The CGPA is calculated as follows:

CGPA = Sum of All Grade Points/Total Course Credit Hours = (36 + 39.6)/(12 + 13) = 3.02

Note that the student has repeated course 5 and achieved a grade of C+. The grade of course 5 is replaced in the above CGPA calculation.

These hypothetical examples show courses with up to 4 credit hours. However,

- All courses required for the MS and PhD programmes at SBASSE and SOE have 3 or less credit hours.
- However, all courses required for the MS Economics programme are of 3 or 4 credit hours.

11.5. Grade Review Policy

There may be instances when a student believes that there is a discrepancy in his/her final grade. A review of grade plea is acceptable only in the case of a computational error.

If a student wishes to dispute a grade, he or she needs to contact the course instructor. If the instructor does not agree, the student may appeal to the head of the department and in extreme circumstances, to the Dean of the School within one week after the final grade is visible in his/her Zambeel self-service.

11.6. Grade Change Policy

In the grade review process, if the student's request is justified and change in grade is approved, only then the instructor of the course can file a grade change petition to Office of the Registrar within the deadline, using the Grade Change Petition Form available at Office of the Registrar portal http://portal.lums.edu.pk/RegistrarOffice. Department staff/TAs cannot sign in lieu of the instructor. Approval of the head of the department and School Dean is mandatory for the grade change to come into effect.

In case the instructor is no longer associated with LUMS, the head of the department is authorized to review the grade change request.

12. Academic Standing

Academic standing is a measure of the student's academic achievement, relative to his/her degree requirements. It determines the eligibility to continue in the chosen academic plan and to qualify for graduation.

To remain in good academic standing, graduate students are required to maintain a minimum CGPA of 2.50 at the end of each regular semester and during their study. For specific details regarding probation and separation, please refer to the respective school sections.

13. Attendance Policy

Students are expected to attend all classes to take full advantage of the learning opportunities and to avoid missing surprise quizzes, which affects their grade in the course. Some instructors require attendance to be mandatory and may have substantial grade reduction associated with absences as given in the course outline(s).

14. Missed Quiz Policy

For the purpose of this policy, an instrument/sub-instrument of a course with **10%, or less than 10% weight,** will be considered a quiz. There will be no make-up quiz for missed quizzes, whether announced or unannounced. However, in case the quiz was missed due to unavoidable circumstances (e.g. death in the immediate family), students may be awarded the average score based on the rest of his/her quizzes (adjusted for the mean and standard deviation of the missed quiz). It is at the instructor's discretion* to award the student the average score based on the rest of his/her quizzes or to impose a further penalty, ranging from 0-20% of the instrument grade.

*For SDSB MS Students, please refer to the Heading: "Exemption from Penalty for Class Absence" under the SDSB MS Programme policies section.

If a student intends to participate in extracurricular activities that coincide with a quiz, he/she must seek the approval of the patron of the relevant society/club. S/he in turn will inform of the event to the student's Department Graduate Programme Coordinator. The Graduate Programme Coordinator will email all concerned instructors regarding the event, along with an endorsement of the patron for their consideration. Once again, the instructor has the discretion to approve the request, award an average grade or impose a further penalty of 0-20%. Hence, students are strongly advised to seek prior permission from their instructors for such events.

An average score will not be awarded for quizzes that are missed due to approved late enrollment in course(s).

15. Examinations

The Office of the Registrar allocates auditoriums for conduction of examinations. As a norm, the mid-term and final examinations follow the regular class meeting pattern. Students are strongly advised to take courses keeping this in mind. As a norm, large classes and courses requiring combined examinations are as a norm planned on the weekends or the late evening time slot during weekdays.

The following additional policies are applicable to the conducting of examinations at LUMS:

- During an examination, a student may not leave the auditorium without the permission of the invigilator. If allowed, only one person can go out of the room at a time.
- No question papers and answer books are to be taken out of the examination room during the examination.
- All students are required to bring their LUMS student smart card for the examination. The invigilator and/or instructor reserves the right to check the ID of the students.
- Mobile phones and other communication devices are not allowed in the examination venue.
- Duration of an examination is determined by the instructor and no extension in the time is given unless allowed by him/her.
- Students are not allowed to enter the examination room if they are late by more than 30 minutes. No extra time is granted.
- Students may not leave the auditorium till 45 minutes of the examination time has elapsed.
- In case of natural/medical emergencies, students may be allowed to leave the examination room accompanied by an invigilator.

Students are required to take examinations as scheduled. For missed examinations, refer to the section on Make-up examinations.

16. Make-up Examination Policy

For the purposes of this policy, an instrument/sub instrument of a course with **greater than 10% weight** will be considered an examination. Absence from examinations is permissible only in situations beyond the control of the student. These include medical cases, death in the immediate family, extracurricular activities (where the student is officially representing LUMS), visa cases (for higher studies, conference travel, research meetings) and other emergencies.

The student may request a make-up examination by filing the relevant form to the Graduate Programme Coordinator/Director, within three working days of missing the examination. A petition for a make-up examination may either be accepted or declined.

If the petition is accepted:

A makeup examination will be scheduled within two weeks of the original examination with a maximum extension of another two weeks. This will be coordinated by the Office of Student Affairs. There will be no grade reduction on make-up examination. Make-up examinations can be substituted by an average score at the discretion of the course instructor.

For declined cases, the instructor will be notified. The instructor still has the discretion to take a makeup examination. However, the grade achieved in the make-up examination will be subject to a mandatory 20% reduction. This make-up examination must be coordinated with the Office of Student Affairs, within two weeks of the original examination with a maximum extension of another two weeks.

Private arrangements for make-up examinations between a student and an instructor are not allowed. Students who miss scheduled make-up examinations will not be given a second chance.

Circumstances which fall under the make-up examination policy are:

16.1. Medical Cases

The student must first see the LUMS doctor. If the LUMS doctor certifies that the student's illness is serious enough for him or her to miss the exam, the relevant form should be filed with the Graduate Programme Coordinator/Director within three days of the exam date. The LUMS doctor is available on call (at extra cost) and can certify cases even when the student is hospitalized.

In cases where the student is out of station and is seriously ill, the student should submit complete information of the medical treatment, i.e., copies of the clinical reports, hospitalization details, etc. to the Office of Student Affairs (OSA), upon his/her return to the University after recovering from illness.

In extreme cases, where it is not possible for the student to see the LUMS doctor, the student should IMMEDIATELY write to OSA (osa@lums.edu.pk) to inform of the predicament for consideration on merit, explaining why it was not possible to see the LUMS physician.

16.2. Death in the Immediate Family

In the unfortunate event of a death in the immediate family (i.e., parents, siblings or grandparents), students should file the relevant form to the Graduate Programme Coordinator/Director within a week of

the demise. The Graduate Programme Coordinator/Director may verify the evidence and will inform the student regarding the decision.

16.3. Extracurricular Activities

If a student is going to participate in an event which is considered prestigious by the University, the patrons of the relevant societies/clubs should try to negotiate a date for the event with the event organizers that does not conflict with examination date(s). If the negotiations fail, the patron should inform the Office of Student Affairs in advance and get prior permission for the student to participate in the event from the DGPC.

16.4. Visa Interview

Students who have applied for a study visa or travel visa for conference/research meeting and are called for an interview on the date of an examination, will be allowed a make-up examination without grade reduction. Such students should file the relevant form along with complete supporting documents to their Graduate Programme Coordinator/Director within three days of interview. Cases for all visas other than study visas will not be accommodated.

16.5. Other Emergencies

For other emergencies, the student may apply to the Graduate Programme Coordinator/Director either prior to or within three days of the examination.

17. Graduation Tracking

To fulfil the graduation requirements students must be in good academic standing. They cannot graduate while on academic probation.

The process for graduation is defined below:

17.1. Graduation Audit Form (GAF)

To assess if all the graduation requirements have been fulfilled, students in their final semester will be required to confirm via their Zambeel self-service that they want to graduate.

Only the students who complete their graduation requirements in their final semester, i.e., the Spring semester (in case of late/early graduates in the prior Summer or Fall semester) of the academic year and submit their Graduation Audit Form within the announced deadline, are allowed to participate in the upcoming annual convocation. Once the GAF is submitted by the student in Zambeel and the requirements are verified by the respective department/school and Office of the Registrar, the student's course enrollment is locked.

Students who are involved in a disciplinary case and have not fulfilled the penalty, may not be allowed to participate in the convocation ceremony.

Students with their status on hold by the Financial Aid Department may be allowed to attend the convocation ceremony. For all such students, the academic documents remain on hold till the University decisions in their regard are fulfilled

If a student wishes to withdraw his/her GAF application, s/he should inform Office of the Registrar within 14 days after the semester final examination week. Withdrawal requests after the deadline will not be entertained.

17.2. Other Graduation Clearance Requirements

The clearance of graduating students by all departments at LUMS is done through Zambeel. The Office of Student Support Services (SSS), which falls under the Office of Student Affairs, initiates the clearance process for the tentative graduating students.

Students need to fulfil the following requirements for Graduation Clearance:

- Submit an undertaking and return the specified items to the respective departments, latest by the deadline announced by the OSA.
- Return all borrowed books and other issued material to LUMS library, student clubs, IST etc.
- Clear any outstanding dues.

If any item is pending against a graduating student, the respective department will update the requisite status in the student Zambeel self-service. Each student can view status of his/her clearance in Zambeel. If dues are pending, student will receive fee voucher in his/her self-service. To avoid any hindrance in graduation, the dues must be cleared within the stipulated deadline.

Only students fulfilling the clearance requirements are eligible to receive the University documents and degrees.

Students who do not wish to attend the Annual Convocation after confirmation should inform the Office of the Registrar within 14 days after the semester final examination week.

Students willing to attend the convocation after declining the initial request to attend also need to inform the Office of the Registrar within 14 days after the semester final examination week.

NOTE: Any request after the above-mentioned deadlines will not be entertained.

17.3. Graduation Denied

A student's name will be removed from the list of graduating students if the:

- Student is unable to fulfil his/her graduation requirements in the final year or final semester.
- Student is involved in an unprofessional/disciplinary/V&E incident or is barred from attending the convocation by the relevant committee.

In case of ineligibility to graduate, students will be informed by the Office of the Registrar.

17.4. Name on Transcript and Degree

After admission is confirmed, student profiles are created in Zambeel. The information in the profiles is transferred from the on-line admission application filled by the admitted student. After enrollment and registration, it is the prime responsibility of the student to review his/her respective profile during the LUMS Orientation Week.

If there is any discrepancy, especially in the name and/or the date of birth, the student should get it rectified by submitting a duly filled Personal Information Form at helpdeskro@lums.edu.pk available at RO Portal.

The name on the transcript and degree is printed from the information available in Zambeel, which is considered final.

Note: As per the instructions of Higher Education of Pakistan (HEC), name, father's name and the date of birth of a student must be the same throughout his/her educational testimonials such as Matriculation, Intermediate, Bachelors and Masters onwards to PhD Degrees/Transcripts, as well as on Computerized National Identity Card/ Passport. Otherwise, the documents will not be attested by HEC.

17.5. Award of Regular Degree on the Convocation Day

On the day of convocation, degrees are awarded only to the graduating student in person. After the convocation, graduates may authorize their representative to collect the degree from the Office of the Registrar on their behalf on working days between 1500 hrs to 1700 hrs. Information on the authorization process can be obtained by writing to helpdeskro@lums.edu.pk.

17.6. Degree before Convocation (DBC)

Upon successful completion of degree requirements and issuance of final transcript, student can apply for his/her degree prior to the convocation. Office of the Registrar charges the student and issues DBC.
This degree is printed with text "Degree before Convocation" (DBC). The DBC must be returned before or upon receiving the regular degree at convocation. All LUMS dues must be settled before a request is placed for DBC, or else the degree is not issued and remains on hold till the dues are settled. The charges for the DBC are separate from the convocation charges and hence are not refunded once the DBC is returned.

17.7. University Clearance and Security Refund

Once admitted, all students upon leaving the University, have to go through the University clearance process. The security amount which is deposited by a student at the time of admission is refundable subject to applicable University policy through LUMS Online Clearance Process.

A student who has withdrawn from LUMS, has been separated/dismissed/expelled/ has his/her admission cancelled or has left the University without informing at any time during the year, should apply for clearance using Online Clearance via their Zambeel Self-Service. The online clearance process is initiated by the Office of the Registrar and the student is required to follow this process starting with the return of the LUMS Smart card to the Vigilance department. it can also be dispatched at the following address to process security refund: Security Office, Vigilance, LUMS, Lahore.
The student is entitled to his/her final settlement by LUMS upon successful clearance from all respective departments. University documents (transcripts/letter/attestations) are issued by the University subject to successful online clearance.

18. Academic Honours at LUMS

The academic honours encompass honours and medals at the time of graduation. The University has defined policies to recognize high achievers and best performing students as discussed in detail below:

18.1. Medals & Honours at the time of Graduation

In each discipline of the MS Programme, the student with the highest CGPA, which should not be below 3.90 is awarded the National Management Foundation (NMF) Gold Medal and is also placed on the Dean's Honour Roll. **Repeated courses do not count towards awards.**

- MS/MPhil graduating batch students competing for honours, who have completed the minimum MS credit hour requirements as defined by the respective Masters Programme within the defined academic limit of two-years at LUMS, with CGPA of 3.90 or above will be given first preference.
- MS/MPhil graduating batch students competing for honours, who have completed their degree requirements in more than two years, will then only be eligible for Dean's Honour Roll award.

In case of a tie for Gold Medal, the tie is broken as per the following criteria:

- CGPA will be extended up to 6 decimal places for comparison; the student with the highest CGPA thus established will be eligible for the medal.
- If the tie still remains, highest number of A+ or A grades obtained in 3-4 credit hour courses will be counted. The student with highest number of A+ or A grades will qualify for the medal.
- In case the tie remains, both students will receive the gold medal.

At the time of graduation, students with the CGPA of 3.70* or above are placed on the Dean's Honour Roll. Such students are acknowledged with remarks "Placed on Dean's Honour Roll" mentioned on the transcript. They also receive a plaque as recognition.
(For SOE: CGPA 3.70 and top 15% of the class)

For further details regarding Honours and Awards of each school, please refer to the respective School sections.

19. Important Policies regarding Code of Conduct at LUMS

One of the aims of the programmes at LUMS is the development of personal and professional ethics among students. Students are expected to conduct themselves as professionals in all aspects of their life at LUMS. Fines may be imposed in case of violation of norms of the University.

Unprofessional behaviour can also result in dismissal from the programme. A student dismissed for unprofessional behaviour will not be considered for readmission. Professional conduct covers a wide range of activities, from interpersonal behaviour to maintaining and enhancing the professional values of the University. In case of any doubt about appropriate behaviour, students must immediately consult their class coordinator, Head of Department for their major, Faculty Advisor or any member of the faculty.

The University expects all LUMS students to take responsibility of their actions on campus as well as off-campus. Their behaviour should reflect a respect of law and their contractual obligations, a consideration of the rights of others, the University code of conduct in academic and non-academic matters, and shared standards of considerate and ethical behaviour.

Students at LUMS are aided in their academic pursuits by various individuals and groups, including faculty, academic advisors, programme coordinators and staff at the Office of the Registrar and the Office of Students Affairs. However, each student is ultimately responsible for knowing and complying with all the information, policies, procedures and deadlines listed in this handbook. Questions should be directed to the appropriate offices.

19.1. Some Norms of the University

- Students are to maintain proper decorum and etiquette and adhere to accepted local social norms while interacting with their peers, faculty members, guest speakers and the staff at LUMS. The same sensitivity should be exhibited in their dress code.
- While on campus, students are expected to dress formally for interviews, class presentations, seminars by guest speakers, and other academic events.
- In public places like library, auditoriums, computer labs, and the Pepsi Dining Centre, disruptive behaviour is considered unprofessional. Students should refrain from being noisy in the corridors as this disturbs the classes.
- Students must not engage in any activity that may result in damage to the University property.
- Students should not indulge in behaviour, within or outside LUMS, which may tarnish the image of the University.
- Smoking is not allowed indoors. Please see the smoking policy below.
- Phones in the faculty and staff office areas are not to be used by students.
- Activities such as eating, and drinking can only be carried out in designated areas. Food and drinks, except for water, are not allowed in classrooms, discussions rooms, computer labs and the library.
- Students are expected to keep the campus clean! Littering on campus is completely unacceptable.
- It is the student's responsibility to ensure that the security, rules, regulations and behavioural norms of the University are not violated by their guests.
- Students should not be late for classes and should not leave the classroom when the class is in session, except under exceptional circumstances with the permission of the instructor.
- During class, the instructor should not be interrupted by any of the following:
    - Late arrivals.
    - Unsolicited comments by students.
    - Disruptive behaviour of students, exchange of notes and cross talk.
    - Ringing of mobile phones.
- Students should adhere to all the rules stated in the course outlines for their respective courses.

19.2. On Campus Smoking Policy

As part of the University's commitment to the health, comfort and safety of all members of its community while respecting individual choice, the following on-campus smoking policy applies to all students, faculty, staff, as well as all guests, contractors, vendors and temporary workers visiting the campus.

Non-Smoking Rules: Smoking is **prohibited inside or at the entrance of any University building**, substantially enclosed workplace, and University vehicles. (A substantially enclosed workplace is one which has a ceiling or roof and where openings - other than doors and windows - constitute less than half of the enclosure). The smoking of *sheesha* or other similar contraptions is strictly prohibited all over campus at all times.

Smoking Rules: Smoking is only permitted in spots specially allocated outside the buildings at a **suitable and reasonable distance from any building entrance or enclosed space** to avoid smoke drifting through open doors or windows or people having to pass through a smoking area to access a building. Smoking within faculty apartments is at the discretion of the apartment occupant, but respecting the health and safety precautions, it is the responsibility of smokers to be considerate to and mindful of non-smokers and campus safety. Cigarette waste should be disposed of properly in a safe manner in designated outdoor

ashtrays. Fire hazard, campus safety and cleanliness should be considered in disposing of cigarettes and ash. Smokers are held responsible for any violations.

Compliance: Non-compliance of this policy can result in fines and possible disciplinary action. Visitors refusing to comply with the policy shall be asked to leave the campus.

Implementation: Effective implementation of the policy depends upon the courtesy, thoughtfulness, respect, and consideration of all members of the LUMS community; smokers as well as non-smokers. It is the responsibility of all members of the University community to comply with and help implement this policy. Relevant members of the campus community have the responsibility to communicate this policy to new members or visitors, vendors, contractors or other temporary staff visiting the campus.

19.3. Illegal Drugs and Alcoholic Beverages

The following actions specific to contraband drugs, alcoholic beverages and other intoxicating substances shall be considered a serious misconduct and a violation of the Student Code of Conduct at LUMS.

a. Possession or consumption of opiates, cocaine, marijuana, hashish, alcoholic beverages or other intoxicating substances.
b. Offering to sell, obtain or facilitate the availability of these substances.
c. All students who are sitting in a circle of students where these substances (referred in 'a') are being consumed, are considered as possessing and/or consuming these substances and shall be liable for the punishment of their possession and use accordingly.

20. Sexual Harassment

Harassment is a violation of human rights, is demeaning to human dignity and is unacceptable in a healthy work and academic environment, specifically one in which scholarly pursuit may flourish. LUMS will not tolerate sexual harassment of any member of the LUMS community and will strive through education and deterrence to create an environment free from such behaviour on its premises.

LUMS is guaranteed to be a safe space for all those who inhabit the institution in any capacity. To this end, any harassment, sexual or otherwise, is strictly prohibited under LUMS policy and national law.

Sexual harassment often (but not necessarily) involves a power dynamic, for instance between a supervisor and employee, a teacher and a student, or junior and senior colleagues. These cases may involve an exchange for some benefit or some threat of harm, or they may simply take advantage of the power dynamic to create or condone an environment of harassment. Unfortunately, in such cases, not only is the power dynamic help create a space conducive to harassment but may also make it more difficult to report.

"Harassment" includes, directly or by implication,

i. any unwelcome, non-consensual sexual gesture, advance or activity,
ii. persistent and unwelcome flirting, request for sexual favors, sexual innuendo,
iii. verbal or written communication (whether electronic or otherwise) of a loaded nature,
iv. non-consensual physical conduct of a sexual nature including assault, exploitation and sexual violence;
v. sexually demeaning attitudes;
vi. Stalking or otherwise interfering with someone's sexual privacy, such as taking pictures, videotaping, viewing or sharing explicit images without consent;

vii. causing interference with work performance or creating an intimidating, hostile or offensive campus environment, or
viii. the attempt or threat to punish the complainant for refusal to comply to requests for sexual favour, or
ix. the placing of a sexual favour as a condition for employment, promotion, grades or evaluation of a person's professional engagement in any activity.

Sexual harassment can be physical or psychological in nature. It may be perpetrated using electronic media as well as in person. An aggregation of incidents can constitute sexual harassment even if one of the incidents considered on its own would not constitute harassment.

Sexual harassment is especially egregious and will be sanctioned as such if the Inquiry Committee finds that the Accused knew or ought reasonably to have known that the Complainant/victim was in an impaired or incapacitated state. Impairment of the Accused, for instance due to the use of any illegal substances, shall not diminish their responsibility for harassment under this Policy.

This list is not exhaustive, and individual behaviours may be found to constitute harassment by the Inquiry Committee using this definition as a guideline.

The committee can be reached with complaints of sexual harassment at harassment@lums.edu.pk or shic@lumsedu.pk . For further details regarding basic terms, policies, and procedures regarding sexual harassment at LUMS, please refer to the Office of Accessibility and Inclusion under the Section 3: Administrative Offices.

21. Disciplinary Examinations and Appeals Committee (DEAC)

The DEAC is responsible to interpret and enforce the academic regulations of the university and to approve exceptions to them as circumstances warrant. The committee is also responsible to take up cases regarding academic standing and readmission.

If students want to appeal against the decision taken by Academic or Non-academic Disciplinary Committee, they can approach to the Disciplinary and Examination Appeals Committee (DEAC) dac@lums.edu.pk. The purpose of the appeals process is not to reopen all the cases anew. A case may be reconsidered only if the appellant feels that:

1. During the investigation of their offense they were not given adequate opportunity to present their side.
2. The investigators who assessed the offense against them were biased.
3. There is some new and compelling evidence that has surfaced now which was not available at the time of DC's investigation.

Thus, letters of appeal that claim dissatisfaction with the judgment of the Disciplinary Committee without providing evidence of a flawed investigative process, or bias on the part of the judges, or new evidence would be rejected.

The entire faculty of the university has agreed upon penalties for various offences. It is the job of the Disciplinary Committee to award these agreed upon penalties appropriately. The appellants may disagree with the decision and feel that the penalty awarded to them is harsh, or that they are hurt, disappointed,

saddened or appalled by the decision, but none of these are proper grounds for appeal. Similarly, good academic performance before or after the offence, character witnesses such as family, friends, TAs or teachers extolling an impeccable character on the part of the appellant or claims that this is the only time this offence was committed and will not be committed ever again are not legitimate grounds for appeal.

22. Student Disciplinary Committee (DC)

Matters relating to violation of professional norms are referred to the DC. When a case is referred to this committee, it conducts a detailed investigation. After providing a hearing to the student(s) and reviewing the extent of the misconduct, the Committee has the authority to take decisions and impose penalties (including separation from the Programme).

Serious violations, such as cheating, plagiarism, use of unfair means, and unprofessional conduct may lead to discontinuation of any financial assistance from LUMS and even separation from the programme.

In case of disciplinary action, all future financial aid may be cancelled, and students will not be allowed to graduate unless they return all previously disbursed financial aid along with accrued interest and penalties for delayed payments, if any. These penalties are applied by the committee after thorough deliberation on a case-to-case basis.

22.1. Petition

The student(s) against whom a decision has been taken may petition to the Disciplinary Appeals Committee (DAC) within 3 working days for a review of the disciplinary decision.

22.2. DC Decision Implementation

The students enrolled in a course but awaiting DC decision at the time of final grade submission to RO are highlighted by the course instructor, to the DC, Office of the Registrar and the Office of Student Affairs. The applicable course grades for such students are assigned once the DC decision is communicated to Office of the Registrar. A HOLD on the issuance of any requested University documents may be placed till the decision is implemented on Zambeel.

Sanctions for Non-Academic Offenses:

For violations of university-wide rules of conduct, members of the community are subject to several kinds of penalties. The applicability and exact nature of each penalty vary on the severity of the offense and its circumstances. For non-academic misconduct, the following sanctions may be imposed:

1. **Warning:** A formal admonition that does not become part of an individual's permanent record, but that may be taken into account in judging the seriousness of any future violation.
2. **Censure:** University censure can be added to any of the other penalties listed above, except warning. Censure indicates the University's desire to underscore the seriousness of the violation and the absence of mitigating circumstances and to convey that seriousness in response to future authorized inquiries about the given individual's conduct or character.
3. **Disciplinary Probation / Loss of privilege of being TA:** A more serious admonition assigned for a definite amount of time, up to two years. It implies that any future violation, of whatever kind, during that time, may be grounds for suspension, required withdrawal, or in especially serious cases, for expulsion, from the University. Disciplinary probation appears on an individual's permanent record at the University (but not on the transcript) and may be disclosed by the University in response to requests for which the student has given permission.

4. **Educational Sanctions**, such as letters of apology, educational workshop, essays or research papers.
5. **Reimbursement or Fine:** This penalty ought to be awarded only in cases involving vandalism, disorderly conduct and alcohol-related infractions which result in damage to University and/or private property of others.
6. **Relocation within or removal from university housing:** When appropriate to the infraction, particularly in instances involving anti-social behaviour having a serious impact on the residential community, removal from University housing or relocation within University housing may be awarded as a penalty. In the case of a first-year student or a sophomore, this penalty will be imposed only after consultation with the director of the student's residences.
7. **Withholding of degree:** In cases involving seniors or graduate students, the University may withhold a student's degree for a specified period of time. In such a case, the student may be permitted to remain on campus to complete his or her academic requirements for the degree.
8. **Work hours or Community service**
9. **Behavioural Requirement:** Written conditions imposed by the Disciplinary Committee that establish specified requirements for the student or organization. This may include a restraining order, that is, a prohibition to approach a certain individual or to refrain from certain acts.
10. **Suspension of privileges**
11. **Required Withdrawal:** Removal from membership in the University for at least the period of time specified by the suspension, with the suspension to continue until certain conditions, stipulated by the Disciplinary Committee, have been fulfilled. These conditions may include restitution of damages, formal apology, or counselling.
12. **Suspension or dissolution of a student organization**
13. **Separation:** Removal from membership in, or employment by, the University for a specified period of time, typically a semester or a full academic year.
14. **Expulsion from University:** Permanent removal from membership in the University without hope of readmission to the community. Disciplinary sanctions will not normally affect the status of financial aid of a student. However, if good conduct conditions are imposed by an external donor as a condition for award of financial aid, then the financial aid award may be curtailed or suspended by the Office of Financial Aid, to comply with donor's conditions.

Sanctions for Academic Dishonesty

The Disciplinary Committee will select from the following set of penalties when dealing with cases of academic dishonesty, sorted by decreasing severity. A guilty verdict permanently disqualifies a student from holding a Teaching Assistantship at LUMS. Furthermore, a guilty verdict puts a student on probation, and a repeat academic offense will be given harsher penalty.

1. Expulsion from the university
2. F in the course + separation for one year[3]
3. F in the course + separation for one semester
4. F in the course
5. Zero in the Instrument[4]+ Double Letter Grade Reduction (DLGR)
6. Zero in the Instrument + Letter Grade Reduction (LGR)

[3] Separation will be effective from the subsequent semester. For graduating students, degree will be delayed. Summer semester will not count as penalty for one semester separation, but will count in one-year separation

[4] "Zero in the Instrument" means zero will be given in the specific academic activity in which plagiarism is committed. For example, if a portion of Assignment 3 in a course is plagiarized, zero will be given in Assignment 3, not in all the assignments of that course.

7. Zero in the Instrument + Grade Reduction (GR)
8. Zero in the Instrument[5]
9. Warning Letter

22.3. Assignments

Students should stringently follow the rules and procedures regarding written assignments, class preparation, projects, quizzes and examinations for the course.
No discussion is allowed on an assignment, unless specified by the instructor. Any ambiguity regarding the extent of discussion should be cleared with the concerned instructor.

To avoid delays due to network congestion, students should plan well ahead of their assignment submission deadlines.

22.4. Unprofessional Conduct

Plagiarism, cheating and using other unfair means constitute unprofessional conduct. Unfair means include discussions and exchange of all such class notes and written material between the current classes and former students which may subvert the learning process. Exchanging or passing information to other students over the network during lab exams is considered cheating.

Any forms of unfair means are immediately reported by the instructor to the Disciplinary Committee.
Penalty enforced could also take the form of separation from the programme.

22.5. What is Plagiarism?

Plagiarism is the use, without acknowledgement, of the intellectual work of other people, and the act or representing the ideas or discoveries of another as one's own, in written work submitted for assessment. To copy sentences, phrases or even striking expressions without acknowledgement of the source (either by inadequate citation or failure to indicate verbatim quotations) is plagiarism; to paraphrase without acknowledgement is likewise plagiarism. Where such copying or paraphrasing has occurred, the mere mention of the source in the bibliography shall not be deemed sufficient acknowledgement. Each such instance must be referred specifically to its source. Verbatim quotations must be in inverted commas, or indented, and directly acknowledged.

22.5.1. What is a Source?

Sources are published (print or electronic) primary and secondary material, as well as information and opinions, gained directly from other people.

22.5.2. Types of Plagiarism

Plagiarism falls under two broad categories:

a. Copying an entire document, or part of a document as your entire paper;
b. Mosaic plagiarism, i.e., mixing the words and ideas of a source with your own, or mixing the words and ideas of two or more sources without acknowledgement.

Plagiarism usually takes one of these forms:

- Uncited idea: passing off someone else's idea as your own.

[5] In cases where the instrument has very high weight, zero in the instrument may be a more severe penalty than just grade reduction. In such cases, the Committee may award only grade reduction after the instrument has been graded.

- Uncited information or data from a source: not acknowledging the source of any fact, figure, event, statistical data or information provided.
- Verbatim phrase or passage that is not quoted: any direct quotation that is not in quotation marks or indented and not referenced at the end of the quotation.
- Misrepresenting evidence: information from a source that has been changed or taken out of context to suit your paper/argument.
- Dual submission: submitting the same paper or parts of a paper to more than one course/instructor.
- Abetting plagiarism: knowingly helping another student to plagiarize by letting him/her copy your paper. Selling a paper to a student, or by writing all or part of a paper for another student.
- Commercial tutoring services: making use of the services of a tutoring school or term paper company to write papers.

22.5.3. How to Avoid Plagiarism

- Do not leave written work until the last day.
- Do not rely mainly on a single source for information or opinion.
- Do not borrow another student's paper.
- Do not write a paper from borrowed notes.
- Do not write the paper with another student.
- Always Backup your work on a hard drive or USB and make a hard copy wherever possible, to avoid problems created by computer failure.
- Always keep your notes and drafts until a paper has been returned.
- If you feel confused or panicked about time, or if you are having personal problems and cannot concentrate, let your instructor and/or teaching assistant know before the submission deadline.
- **Note taking:** When taking notes from a source, always begin by writing down the full bibliographic information (author, title, date of publication, publisher, place of publication, page numbers). Always distinguish between the author's own words and your own points. Do not take notes by carelessly copying and changing a few words. Take notes in a separate word document. Do not mention sources in your bibliography that have not been mentioned in your paper.

22.5.4. Penalties for Plagiarism

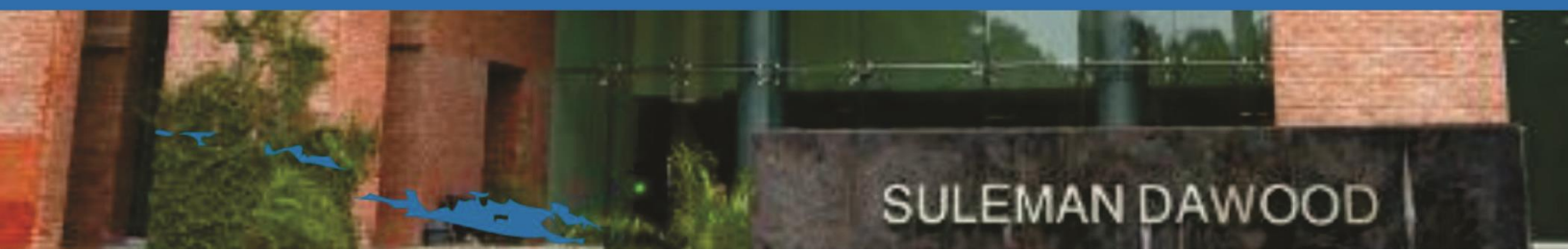
The instructor is required to immediately report a potential plagiarism case to the Disciplinary Committee.

Penalties range from a grade reduction to failing grade or separation from the programme.

22.6. Procedure for Handling Grievances

In attempting to resolve any student grievance, it is the obligation of the student to first make a serious effort to resolve the matter with the individual with whom the grievance originated. For example, in the case of a grade related grievance, the student should first talk to the faculty member concerned. The course instructor retains primary responsibility for assigning grades. The instructor's judgment is final unless compelling evidence proves otherwise. In case of non-resolution at this stage, the proper channel to follow is first the faculty advisor assigned to the student, then the Department Coordinator/Head of Department and finally the Dean. It should be kept in mind that a grade review can also result in a grade reduction.

Suleman Dawood School of Business
(SDSB)



Honorary Dean's Message

Where you undertake a master's degree in business is an important decision. Opting to study at the Suleman Dawood School of Business (SDSB) is not a difficult one to make. SDSB is Pakistan's top business school and is the only one in the country to have earned accreditation from the Association to Advance Collegiate Schools of Business (AACSB). This reflects our global stature as a business school with outstanding degree programmes, impactful research work and efficient administrative services, enabling positive societal changes through management education leadership. SDSB does not stand still. Innovation is its lifeforce. When you graduate from here, you'll be in the company of changemakers. Our courses, concentration pathways, student exchanges and facilities undergo continuous improvement, so that we can deliver business education excellence like no other.

You will benefit from a superbly qualified faculty to teach business across its many areas. Numerous SDSB academics teach executives across business areas such as finance, marketing, agribusiness, leadership, entrepreneurship, governance, policymaking, digitalisation, and stakeholder management. The same calibre of teaching is present in the school's MS, MBA, and EMBA programmes. This is why SDSB is the business school of choice ranked above all others in Pakistan.

At SDSB, we are avant-garde in coupling business impact with positive societal change. All women entering our graduate degree programmes benefit from a 50% tuition scholarship. This makes SDSB the first business school in the world to directly aid regional gender equity in management and establish women as powerful drivers of industrial change. SDSB's Centre for Business and Society energises debates, policy discussions, research communications, student action, and edutainment events.

SDSB resides at the intersection of innovative business practices, economic growth, and societal advancement. It is a place where reasoned exchanges, scholarly advances, and intellectual engagements come together to create a sustainable future.

Come and be part of the SDSB family so we can together shape a better tomorrow.

Dr Alnoor Bhimani
Honorary Dean
Suleman Dawood School of Business

Suleman Dawood School of Business (SDSB) Over the Years

The Business School, established in 1986, was the first of the schools at the Lahore University of Management Sciences (LUMS). The need for a challenging and relevant curriculum was underpinned by the case study teaching method. This was undertaken in collaboration with Harvard Business School and the Ivey Business School at Western University. For over three decades, the business school has impacted business and society and continued to innovate and pursue positive change. Today, SDSB ranks as the best business school in the country and is the only one having attained AACSB accreditation in Pakistan.

The school offers a variety of programmes including an intensive full-time MBA, an Executive MBA, MS specialist programmes, Bachelor's degrees, and a PhD in Management. SDSB will shortly launch a Diploma in Business and an Asian MBA as it further extends its reach outside Pakistan. The school closely collaborates with various centres including the Rausing Executive Development Centre (REDC) which offers short executive courses and the Centre for Business and Society. LUMS maintains a deep relationship with the business community helping it to keep the curriculum relevant to the needs of business organisations and ensuring that students and faculty stay exposed to the dynamics of the management world. Business leaders actively interact with both faculty and students through frequent visits, seminars and as guest speakers and their perspectives enrich the classroom experience. Additionally, industry linkages are strengthened by the involvement of faculty in teaching and training in the executive development programmes that are attended annually by more than 2,000 senior executives and managers.

We aim to serve the varying educational needs of a culturally diverse and geographically dispersed student body by preparing them academically, personally, and professionally, and by providing them access to opportunities to make a difference.

Come and see for yourself how a master's degree from SDSB can be a game-changer for you.

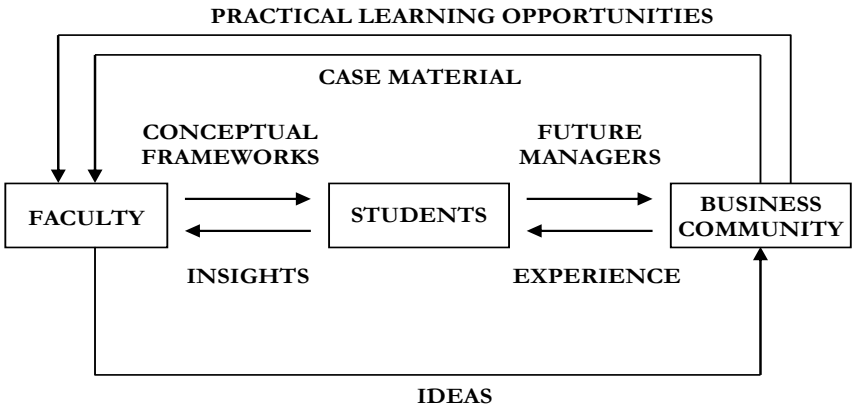
1. The Learning Cycle for MBA and EMBA Students

The education process involves students, faculty and the business community. This process is facilitated through the assistance provided by the administrative and support staff.

The curriculum encourages students to develop as individuals with outstanding managerial skills, expertise in decision-making, entrepreneurial mind-set and capacity for sustained hard work. It introduces students to modern theories and techniques while taking into account the needs and the requirements of the business community in Pakistan. Peer group learning is encouraged through interactive discussion groups and in-class participation.

The business community plays an important role in the learning process by sharing its problems, issues and concerns with the faculty and students. Many of these issues are subjects of cases discussed in classes that introduce students to real-life challenges in a modern business environment. Prominent business leaders are regularly invited to share their experiences and views with the students. At the same time, the business community provides numerous opportunities to practically apply the concepts and the skills learnt in graduate programmes

Figure 1: The Learning Cycle



The faculty designs the curriculum and directs classroom discussions to highlight and analyse the main issues and problems of the cases at hand. Case writing, research projects, and consultancy assignments also enable the faculty to develop a practical perspective regarding the dynamic nature of contemporary business issues to reinforce their academic knowledge.

Faculty and the business community gain valuable insight into the real nature of the problems through discussion of the cases in the classroom. The business community benefits from the interaction as this process enhances the training of future managers capable of dealing with challenges and issues faced by businesses with a special focus on Pakistan.

SDSB-LUMS motivates its participants to meet the challenges of the business world and to assume leadership roles in business development in the South Asian Region. SDSB-LUMS education which is based on the synergy of participants, faculty and the business community, results in a learning experience unique in Pakistan.

1.1. The Learning Methodology

SDSB-LUMS provides a rich educational environment for its students. The prime responsibility for learning rests with the students. As part of the collective learning experience, students are responsible not only for their own development but also for the personal and professional growth of their peers.

The Graduate programmes are designed to enhance the ability to analyse a business situation, make appropriate decisions and communicate it. The primary learning methodologies are the 'case method' and the 'experiential learning'.

1.2. The Case Method

A case is a description of a real-life business situation. By identifying the problems in each situation, analysing preferred solutions, and devising implementation strategies, the students learn skills that equip them for their future role as managers. Bringing real-life business problems into the classroom; this is at heart of the SDSB-LUMS experience and the essence of the case method. The primary form of instruction at SDSB-LUMS, the case method, places the student in the role of the decision maker. It presents the greatest challenges confronting leading companies and the incomplete information found in a real business situation.

The case method is particularly demanding of students. When students are presented with a case, they place themselves in the role of the decision maker as they read through the situation and identify the problem they are faced with. The next step is to perform the necessary analysis-examining the causes, considering alternative causes of actions to come to a set of recommendations.

To get the most out of cases, students read and reflect on the case and then meet in small study groups before class to "warm up" and discuss their findings with other classmates. In class, under the guidance of the faculty, students probe underlying issues, compare different alternatives, and finally, suggest courses of action considering case objectives. Students prepare for the class through individual study and group discussions.

1.3. Individual Preparation

Individual preparation is the first step in the learning process and includes extensive study from textbooks and other assigned reading materials, along with a rigorous analysis of the case. This crucial step in case preparation is the key responsibility of the students. Each student is expected to have read and prepared the case thoroughly before coming to the discussion group and the class.

1.4. Discussion Groups

Before the class session, collective learning and interaction in discussion groups augment individual preparation. Intensive interaction with the members of the group enhances team spirit. These groups meet between sessions to prepare for the next class. In these meetings, each member contributes individual analysis and personal point of view for the issues in the case. Through sharing of diverse views and insights, the overall understanding of the case is enhanced, validity of arguments is determined, and new dimensions are added to the problems and prescribed solutions.

Discussion groups provide an important peer-based support mechanism to students, especially in first year. It helps the students to develop intellectual and emotional support systems, which are crucial in a high-pressure environment at SDSB-LUMS. Discussion groups, however, should not be used as a substitute for individual preparation.

Participation requirements in discussion groups for various subjects are identified in the weekly schedule. Students must ensure punctuality, attendance and active participation in the discussion groups. Failure to do so may result in disciplinary action.

1.5. Class Session

The individual and discussion group preparation of a case culminates in a collective classroom discussion under the guidance of the faculty. Contribution to classroom discussion is extremely important and constitutes a significant portion of the course grade. Effective class contribution requires active listening by a student in the classroom. The case study method used extensively by SDSB-LUMS enables participants to question conventional thinking, test ideas, and brainstorm solutions using real life examples. Peer interaction is an integral part of the learning process, and the SDSB-LUMS classroom provides a rich climate for discussion. The dynamic exchange of knowledge and experience among successful individuals from different cultures and academic backgrounds encourages shared insights and enhances learning. Lectures, videos, and simulations complement the classroom experience.

To facilitate class discussions, students must occupy the seats assigned to them at the beginning of each semester, and their nameplates must always be in place.

As a courtesy to your fellow students and to preserve the discussion focus, please do not leave the classroom during the session.

1.6. Written Analysis of a Case (WAC)

An important component of the programme is the written analysis of a case (WAC). Students receive the WAC assignment usually on the last working day of the week. The WAC is to be completed and submitted on the Learning Management System (LMS).

A late WAC is not accepted.

A WAC is an individual effort, and any deviation will result in disciplinary action. Occasionally, the faculty may assign a group WAC. The WAC assignment must meet the requirements specified in the weekly schedule. Both content and style are important in grading of a WAC. In addition to case analysis, students are also expected to pay attention to elements of style such as grammar, spellings, structure and presentation of the report.

1.7. Experiential Learning for MBA Programme

The MBA programme design comprises of three distinct phases of Experiential Learning which can collectively be called experiential learning. As the name suggests, students practically apply the knowledge and skills learnt during the programme to real life business situations and accumulate valuable application knowledge and implementation skills.

1.8. Distance Learning for MBA Programme

For the benefit of MBA participants, IST centrally supports LMS – Learning Management System. This system allows each participant a dedicated academic resource centre on the web. Participants have interactive access to several course related activities and resources including course materials, assignments and discussion boards. This system can be accessed from anywhere and allows participants to access course materials and participate in course activities remotely. It can be accessed at http://lms.lums.edu.pk.

MBA programme also includes Distance Learning before the start of Summer Immersion Programme. It consists of different online courses offered in collaboration with Harvard Business School Press (HBSP). The purpose of these courses is to enhance essential knowledge and skills fundamental to good business education. Courses include:

- Finance
- Financial Accounting
- Mathematics for Management
- Management Communication
- Quantitative Methods
- Spreadsheet Modelling

Each online course is linked with regular on-campus courses and completion of these online courses before the regular start of the semester is essential. In addition to passing all the online exams, the material covered in the online courses is also tested in the on-campus linked courses.

2. MBA Programme

2.1. Introduction

The SDSB – LUMS MBA is a rigorous 2-year degree programme encompassing numerous facets of business and management, enabling students to attain core knowledge of fundamental business concepts. The programme hones students' ability to develop analytical and problem-solving skills. With a long-standing history in academic business excellence, The SDSB-LUMS MBA provides an extensive and worthwhile experience unrivalled by any other institution of similar calibre.

2.2. Curriculum Requirements

Before starting the Summer Immersion Programme (SIM) and the commencement of the first semester, students are expected to complete Online Courses. All first-year courses are compulsory, and students are required to complete 12 units. Table 1 gives you a list of courses you will enroll in the first year.

Table 1: MBA First Year

<table>
<tr><th colspan="4">Year I</th></tr>
<tr><th colspan="2">First Semester</th><th colspan="2">Spring Semester</th></tr>
<tr><th>IA</th><th>IB</th><th>IIA</th><th>IIB</th></tr>
<tr><td colspan="2">Managerial Communication</td><td colspan="2">Managerial Economics</td></tr>
<tr><td colspan="2">Marketing Management</td><td colspan="2">Financial Management</td></tr>
<tr><td colspan="2">Organisational Behaviour</td><td>Decision Analysis</td><td>Business Intelligence</td></tr>
<tr><td>Statistical Analysis for Management</td><td>Finance Fundamentals</td><td>Operations Management Fundamentals</td><td>Operations Management-Technology</td></tr>
<tr><td>Financial Accounting-I</td><td>Financial Accounting-II</td><td>Managerial Accounting and Control</td><td>Business Ethics & Islam</td></tr>
<tr><td colspan="2">Experiential Learning-I</td><td>Business Strategy</td><td>Experiential Learning-II</td></tr>
<tr><td colspan="2">Total Unit=6</td><td colspan="2">Total Unit=6</td></tr>
</table>

In addition to the regular coursework during the first year, students are required to complete two experiential learning components, hereinafter referred to as Experiential Learning-1 (EL-1) and Experiential Learning-2 (EL-2). In the first semester, you will be conducting an industry analysis which will be EL-1 and is equivalent to 1 unit.

During your second semester, you will put into practice the designing of an entrepreneurial venture, which constitutes the second component of Experiential Learning (EL-2) and is worth 0.5 units.

Students are required to do a mandatory summer internship for 6-8 weeks between their first and second years. In the second academic year, all students are required to complete 6 units of elective courses in third semester and 2 units of the third module of Experiential Learning (EL-3), the Management Consultancy Project in semester 4A followed by 2 units of elective courses in 4B.

Table 2: MBA Second Year

First Semester		Spring Semester	
IIIA	**IIIB**	**IVA**	**IVB**
6 Elective Courses	6 Elective Courses	**Experiential Learning-III: Management Consultancy Project**	4 Elective Courses
Total Unit = 6		Total Unit = 4	

In addition to the regular coursework, students are also required to actively participate and attend activities such as career development workshops, activities organised by SDSB, extracurricular activities organised by executive clubs and societies, review sessions conducted by the relevant faculty, sessions with the Dean, Associate Dean and Programme Director, and any other projects and assignments organised by the Programme Coordination Office. A requirement for successful completion, if any, for such activities are defined and communicated by the relevant faculty or the Programme Coordination Office.

The MBA Programme is comprised of 22-Units, where 1-Unit is equal to 3 credit hours. 1 credit hour means 3 hours of class contact per week for 14 weeks. Therefore, 1 unit equals 14*3=42 class contact hours. First Year of the MBA programme consists of core courses. Second Year of the MBA programme may consist of half-semester or full semester elective courses.

- Half course (0.5 unit course) = 15 sessions (including Midterm/Final Exams)
- Full course (1.0 unit course) = 30 sessions (including Midterm/Final Exams)

Several electives are offered in the second year of the programme. Courses with low enrolment (i.e. less than 15 students) may not be offered. Some courses may have pre-requisites which are identified in their respective course outlines.

Online Courses, Summer Immersion Programme (SIM), Integrated Business Games and Summer Internship are all compulsory requirements for graduation.

The MBA Programme meets all the HEC guidelines, and our MBA programme is also accredited with NBEAC (National Business Education Accreditation Council).

2.3. Online Courses

SDSB, in collaboration with Harvard Business School Press (HBSP), offers a wide array of preparatory online courses that enhance essential knowledge and skills fundamental to good business education. These courses should be completed before the start of SIM or as specifically directed. Failure to complete these courses within the timeframe specified may additionally result in assessed grade penalties. These courses include:

- Finance
- Financial Accounting
- Mathematics for Management
- Management Communication
- Quantitative Methods
- Spreadsheet Modelling

2.4. Experiential Learning

Experiential Learning consists of three distinct exercises which must be undertaken over the course of the MBA Programme.

Experiential Learning I (SEED) is an industry analysis exercise which will enable new MBA students to develop a solid understanding of business through the study of various key business sectors. Utilising a combination of field visits, interaction with industry leaders and first-hand data collection from relevant industry participants, students will generate a comprehensive report on a particular industry sector. Students will also have the opportunity to apply concepts and frameworks learnt in other functional courses. EL-1 will not only lay the foundation for subsequent Experiential Learning exercises but also demonstrate the applicability of business management concepts and tools in an engaging manner.

Experiential Learning II – MyStartup is intended to enhance students' willingness to set out on an entrepreneurial journey. It will not only help them develop an entrepreneurial mind-set that is valued in successful companies of the modern age but also give them a chance to think about alternative career options available to them. Students will learn about four major stages of a start-up venture i.e. conceiving a concept, testing a concept, commercialising a concept, and eventually generating operating profits.

Experiential Learning III – MBA Consultancy Project (MCP) provides students the opportunity to apply their classroom learning in an actual business context. Students will exclusively work on a specific client's consulting project in small groups, under the supervision of a faculty member from SDSB. Students will be encouraged to work at the company premises whenever practical to obtain relevant exposure and valuable insights. Interim progress will be monitored by the faculty supervisor and senior management of the client. The entire project culminates with a formal presentation to relevant stakeholders and submission of final reports to the faculty supervisor and client.

2.5. Summer Immersion Programme (SIM)

The SIM brings together students from diverse academic backgrounds and prepares them to deal with the challenges of the rigorous MBA programme. Building upon the topics introduced in the Online Courses, the SIM provides necessary orientation to the pedagogical methods employed at SDSB, rules and regulations, norms and values, and systems available at SDSB to facilitate MBA students. The SIM is compulsory and is offered prior to the first semester (Refer to Exhibit 1 for details). It aims at easing the transitional stage of students into the MBA by providing fundamental skill enhancement modules in communication, business mathematics, accounting, computer applications and statistics, thus bringing all the students from different backgrounds to a similar level.

2.6. Internship

Internship at the end of the first year is mandatory and a pre-requisite to the second year of the MBA programme. It provides practical exposure to those lacking experience while eases post MBA career switches for those with experience. A student who does not complete his/her internship will not be promoted to the second year.

- The minimum duration of the internship is 6 weeks. Students may continue doing internship beyond 6 weeks until the commencement of their next semester.
- The SDSB Placement Office (SPO) gathers information on student preferences and internship opportunities. This information is made available to students and SPO facilitates them with an offer within their preferred industry(s) and/or function(s).

- Students are encouraged to conduct their own internship search in parallel to SPO's support. If they succeed in getting and accepting an offer, they must intimate SPO via email, along with the internship details (company, function, location, joining date, duration, stipend etc.).
- Students seeking to intern with their family business/organisations must secure the MBA Programme Director's approval. They must write an email to SPO well in time with the necessary details (organisation, type of business, years in business, CEO, Relationship to CEO, project details and specific roles and responsibilities). SPO will share the same with the Programme Director and facilitate with the process; however, the final decision rests with the Programme Director.
- Both recruiters and students are required to submit an 'Internship Evaluation Form' (Exhibits 4A and 4B) to SPO following successful completion of the internship. Recruiters evaluate the performance while students provide feedback to the recruiter on the project and their overall internship experience. Both forms are available on the SPO website within respective user accounts.

2.7. Student Exchange Programme

International exchange programmes enable students to adapt to the rapid pace of change in the global environment and enrich their educational experience through a broader curriculum choice. Currently, SDSB-LUMS has exchange collaborations with renowned foreign universities across the world. In the coming years, the business school hopes to announce more exchange agreements.

1. Bond University, Australia
2. Emlyon Business School, France
3. ESSEC Business School, France
4. IESEG School of Management, France
5. Indian School of Business, India
6. KOC University, Turkey
7. Management Development Institute, India
8. Nagoya University of Commerce and Business, Japan
9. Özyeğin University, Turkey
10. Putra Business School, Malaysia
11. Sabanci University, Turkey
12. University of Malaya, Malaysia
13. University Sains Malaysia, Malaysia

Students in the first year of the programme are eligible to enroll for the exchange programme. Exchange students are selected and officially nominated by SDSB-LUMS on academic merit basis. Only students with CGPA 3.50 and above in the first semester of MBA are eligible for the exchange programme. Once nominated, the students must sign the NOC document with SDSB Communications.

If a student drops out of the exchange programme for one University, he may not be eligible for another university, except for the University of his aforementioned preference. It is the complete responsibility of the students to keep track of their exchange programme applications and follow through on the essential dates and deadlines. All students going on exchange programme are required to seek approval for their programme of study (choice of courses) during the exchange programme from the MBA Programme Director. The students bear all travelling and living expenses for the exchange programme and are required to pay the entire LUMS 3rd semester fee. However, the students are exempted from paying the tuition fee for the exchange programme. SDSB shall facilitate the application process and other formalities; however, the students must undertake all responsibilities regarding the visa processes. The school offers no

guarantees for the acceptance of visa applications. The application process for nomination starts in the Spring Semester for each academic year and goes through September.

Students on MCB Student Personal Loan (SPL) or any other Financial Assistance at LUMS are eligible to apply and participate in the exchange programme only if they can secure an official sponsor or external donor or source for additional expenses being incurred during the exchange programme. In case of a Disciplinary Committee (DC) Case held against a student, the candidate will not be eligible to apply or attend the exchange programme. Students going on exchange programmes and/or involved in out-of-campus activities through their clubs and societies are required to submit the 'Acknowledgment and Assumption Risk Form' to SDSB Communications Office before their departure.

MBA students who go for an exchange programme will be assigned grades according to a pre-approved policy which lies with the Office of the Registrar. In cases where the exchange partner has not awarded any credit for a particular course, SDSB will also not give credit to the student. Students are required to fulfil the credit unit requirement as set by their programme while they are on an exchange semester. In case of a deficit, students will have to take supplementary courses in the remaining semesters at SDSB-LUMS to make up for the deficit. Supplementary courses may be taken to cover a maximum of one credit unit deficit. No credit is given to a language course of any sort which may have been studied at the exchange university by a student. Students are required to enroll in the 3rd Semester LUMS courses until their visa arrives, once they have their visa for their respective university, they are required to drop those courses and notify PCO.

2.8. Elective Courses

Each student must register for elective courses (whether full or half) totalling 6 units in semesters IIIA and IIIB and elective courses totalling 2 units in semester IVB. If a student registers for a full unit elective in semester IIIA, then that elective will be counted as 0.5 unit in semester IIIA and 0.5 unit in semester IIIB.

2.9. Cross-Programme Registration

In the second year of the programme, students may enroll in courses offered in other schools of the University; subject to the approval of the Programme Director and permission of the course instructor. Each student can take up to one elective course of 300 or 400 level or higher in semester III. Such courses count towards the MBA degree requirements. Students who satisfy pre-defined criteria for enrollment may be allowed to register for approved courses.

MBA Students who enroll in the undergraduate courses at LUMS will be assigned grades according to the following:

Undergraduate Letter Grade	MBA Equivalent Grade
A+	D
A	HP
A-	P+
B+, B	P
B-	P-
C+, C, C-	LP
D, F	U

2.10. Grades

Grades are communicated to students, subject to clearance of dues and successful completion of online course and faculty evaluation forms at the end of each semester. These grades may also be communicated to the parents, guardians, or sponsors of the students.

SDSB-LUMS applies relative grading policy, i.e., the final grade depends on a student's relative ranking in the class. Letter grades are used as portrayed in figure 2.

This policy is not applicable for Experiential Learning and Leadership and Team Building courses. The grading policy for the courses will be communicated later separately by the second week of semester 1.

Figure 2: Grading Criteria

D*	Distinction	the student's performance was of exceptional merit, far exceeding the expected standards of the faculty.
HP	High Pass	the student's performance was excellent and exceeded the expected standard of the faculty.
P+	Pass Plus	the student's performance was above average and met the expected standard of the faculty.
P	Pass	the student's performance met the expected standard of the faculty.
P-	Pass Minus	the student's performance barely met the expected standard of the faculty.
LP	Low Pass	the student's performance, though acceptable, was below the expected standard of the faculty.
U*	Unsatisfactory	the student's performance was below the expected standards of the faculty and was unacceptable.
I	Incomplete	the student did not attend the required minimum number of class sessions.
W	Withdrawn	the student withdrew from the course/Programme
RL	Result later on	the student's grades are not finalised

* **D** and **U** are absolute grades.
HP, **P+**, **P**, **P-** and **LP**, are awarded on the basis of relative performance

Additional Courses in Second Year

Students, who are on the Dean's Honour list, are allowed to take more than the required number of elective courses in a semester in the second year.

The grades for additional courses will count towards the overall average grade for determining the Dean's Honour list at the time of graduation.

3. MBA Programme Graduation Requirements

The following policies and norms govern the MBA programme. Successful completion of the programme requires adherence to these policies.

3.1. Attendance policy

Class attendance is a critical component of the case method approach. Absence from classes is strongly discouraged and faculty takes note of absent students. Students who exceed the maximum number of allowed absences receive an I grade, i.e. "Incomplete" grade in the course and are not allowed to take the final exam.

I in a compulsory course will require repetition of that course, whereas **I** in an elective will require either repeating that course or taking another elective as a substitute.

Students coming late to class may be marked absent and are generally not allowed to sit in class. In the first year "late in class" pertains to the mandatory discussion groups as well.

Penalty for Class Absences

	Maximum absences allowed	CP grade deduction	
		Number of absences	Deduction per absence
Full course	6	Up to 2	– 1
		3 to 6	– 2
Half course	3	Up to 1	– 1
		2 to 3	– 2

The first two absences result in a penalty of -1 towards CP for each session. Any additional absence is marked as -2. Thus, for up to six (6) absences, students receive an accumulated negative CP of 10. For 7 or more absences in a full course or 4 or more absences in a half course, the student will receive an "Incomplete" grade.

3.2. Exemption from Penalty for Class Absence

Students may miss classes due to recruitment activities or internship interviews or any emergency/extreme illness but total absences due to any of these reasons should not exceed the allowed limit, otherwise the student will be given an I grade

a) Absences due to recruitment activities

Students who may miss the class session(s) on account of an on- or off-campus recruitment activity (test, interviews, assessment centres etc.) must intimate SPO in advance of the absence(s). They must share the official email that they receive from the recruiter with SPO, stating the exact activity, its date, time, duration, and venue. SPO will verify the required to PCO for requisite processing.

In cases where these activities are routed through SPO, students will be required to share this email where needed by SPO. In case of a personal effort, they must share this email with SPO well in time.

In either case, the office should be intimated at least 24 hours prior to the scheduled activity and/or absence.

In all such absences, the student will be marked absent, but no negative CP will be awarded. However, total absences due to all such activities (through SPO or personal effort) should not exceed the allowed limit, else the student will be awarded an 'Incomplete' (I) grade. Instructor can also accommodate any such student for missed quiz or exam in consultation with the Programme Director.

Violation of the above procedure will result in both an absence and a negative CP.

The above absence policy applies to internship activities as well.

b) Absences due to serious/prolonged illness

In case of serious/prolonged illness, students are required to submit a Medical Certificate (MC) stating that the illness is serious enough to prohibit the student from attending the classes. Some of the diseases that qualify as serious illness include COVID-19, dengue, chicken/smallpox, jaundice, malaria, typhoid etc.

Students should, preferably, obtain the Medical Certificate (MC) from the LUMS doctor. In case the LUMS doctor is not available, then other MCs may also be admissible. MC must be submitted to PCO, and the latter will forward the case to the Committee of Dean and Associate Deans. The decision of the committee will be announced to the student and the relevant faculty. In case of three or lesser absences in a course, leave can be approved by Programme Director.

The extension in the submission deadline for WAC/Assignment or project can be granted to the student by the relevant instructor. Instructor can also accommodate any such student for missed quiz or exam in consultation with the Programme Director.

c) Absences due to death in the family

If there is a death of an immediate family member (parents, children, and siblings) the student may be given zero CP for 2 days. If there is a death of a close relative (grandparents, uncle, aunt, cousin, nephew, or niece) the student may be given zero CP for 1 day. The student is required to inform PCO, who will process the case after the approval of the Programme Director.

The extension in the submission deadline for WAC/Assignment or project can be granted to the student by the relevant instructor. Instructor can also accommodate any such student for missed quiz or exam in consultation with the Programme Director.

3.3. Promotion to Second Year

Students who accumulate less than **4.0 LP**s in all courses and experiential learning exercises taken in the first year of the programme are unconditionally promoted to the second year.

An unsatisfactory grade **U** in a 1.0-unit course is treated as equivalent to **2 LPs**. A **'U'** grade in a 0.5-unit course will be treated as equivalent to **1 LP**. An **LP** in a 0.5-unit course will be considered as **half LP.**

A student, who accumulates **4.0 LP**s but less than **5.0 LP**s at any stage in the first year, may be separated from the programme. However, the faculty may decide against separation and the student may be promoted to the second year on probation.
The faculty decides the conditions for second year probation on a case-to-case basis depending on overall performance and potential of the student. The probation conditions can be as follows:

A student promoted on probation to the second year will have to meet the academic conditions of probation to graduate. If a student accumulates more than **1 LP** in semester III coursework, it will result in automatic separation from the programme. A student promoted on probation will have to complete additional academic work if he/she accumulates **2 or 2.5 LPs** in the second year (including Experiential Learning 3). Completion of this academic work will also be subject to the Study Duration of Programme. If a student on probation accumulates **3 or more LPs** in the second year (including Experiential Learning 3) at any stage, he or she will be separated from the programme. In case of readmission the faculty decides readmission requirements on a case-to-case basis by assessing the student's performance and potential.

These conditions could entail a limit on the maximum number of LPs a student can obtain in the first semester of the second year or in the second year of the programme.

A student who accumulates **5.0 LPs** or more at any stage in the first year will be separated from the programme. In this case there is no faculty review.

3.4. Graduation Requirements

A student who is promoted unconditionally to the second year, and scores **3 LP**s or less in the second-year graduates unconditionally. A student who is promoted on probation to the second year must meet the probation conditions to graduate.

LPs and **U**s obtained in the first year are not counted in the second year limit.

A student who receives **3.5 LP**s in the second-year courses can only graduate through a faculty decision. Such a decision is accompanied by some additional academic work which the student is required to complete before graduation. Completion of this academic work will also be subject to the Study Duration of Programme. Only the students who have completed all graduation requirements can participate in the convocation ceremony. The faculty decides additional work requirements on reviewing each case individually.

The faculty also stipulates the time within which the additional work requirement has to be completed.

A student who accumulates **4 or more LPs** in the second year will be separated from the programme. In this case, there is no faculty review. (Refer to Exhibit # 6 for further clarity).

3.5. Honours and Medals

a) End of First Year

The Dean's Honour list is prepared at the end of the first year of the programme. Approximately the top 10% of the students are included in this list. The student with the best academic record at the end of the first year is declared as Syed Babar Ali Scholar.

b) At Graduation

At the end of two years, students are ranked according to their academic performance. The graduating student with the best academic performance receives a gold medal.
At the time of graduation, the top students (approximately 10% of the class) are placed on the Dean's Honour Roll and those in the top one third of the class receive a special mention on their transcripts. There are course and area-specific medals, which are sponsored by various companies.

Students who have completed two consecutive academic years of study of the programme within the graduating year will be considered and are eligible to compete for the medals and for placement on the Dean's Honour Roll.

If a student was separated or defers his/her studies after joining the regular programme, he/she will not be part of the student ranking for financial assistance or scholarship, even after resuming the studies later.

3.6. Study Duration of Programme

The programme is structured to be completed in two academic years. Under special circumstances, a student may take up to four years to complete the programme. Extensions beyond the regular two-year duration of the programme may be granted one year at a time and require approval by the Associate Dean – Academic Programmes on the recommendation of the Programme Director. Period of deferment will be considered as part of this study duration.

3.7. Deferment

Students may apply for deferment at any stage in their programme. It is assumed that such requests are made under abnormal circumstances as any deferment decisions would automatically delay the graduation date by at least one year. The application for deferment should be submitted to the Associate Dean Academic Programmes through PCO stating reasons for deferment. The Associate Dean will decide the deferment as well as the conditions for deferment. Students may initially be granted deferment for one year which can be extended for an additional year upon application.

Students may be allowed to defer the programme at any time during the first year of studies. The design of the programme means that such students can only re-join after one year. The Associate Dean, Academic Programmes on the recommendation of the MBA Programme Director, after an application of deferment is received and an exit interview* has taken place with the student, may allow the student to re-join the programme, however certain conditions for deferment and re-joining may be established for the student. Students leaving the programme during the first semester, if allowed to re-join the programme, will need to join the next class at the SIM stage.

Students leaving the Programme in the second semester, if allowed to re-join the programme may be given a choice to re-join the programme either at the start of SIM or the second semester. If they join at the start of the second semester, all their earlier grades earned in the first semester, and any academic probation conditions, will stay. If they join at the start of SIM, they will be treated as fresh students and all their first semester grades, including any probation conditions, will be deleted.

Students may appeal the readmissions conditions mentioned in the conditional deferment decision set by the Associate Dean, Academic Programmes, who will make his recommendations to the Dean of the School for a final decision. The relevant Associate Dean will interview all students at the time of the re-entry. This will be done to determine if the conditions of deferment were met.

Students may be allowed to defer the programme at any time during the second year of their studies. The Associate Dean, Academic Programmes on the recommendation of the MBA Programme Director, after an application for deferment is received and an exit interview* has taken place with the student, may allow the student to re-join the programme, however certain conditions for deferment and re-joining may be established for the student. To start the second year afresh all second-year courses and any academic probationary conditions shall stand erased. However, the first-year grades and any related academic

probationary conditions will continue. The student may be allowed to start at the commencement of the semester or term from where he/she had left with all earlier course grades, and academic probationary conditions intact.

The MBA Programme Director will work with the student to ensure that MBA project requirements and other academic requirements for the degree are satisfactorily completed. Similarly, if the courses offered in the programme have changed, or the design of the programme has undergone significant change, the relevant committee will decide on how the academic requirements of the degree are fulfilled.

*An exit interview with the Associate Dean, Academic Programmes/MBA Programme Director/Dean is mandatory when a student applies for deferment, at any stage of the two-year programme.

Financial Assistance provided by LUMS i.e., LUMS Loan is not automatic, and approval of financial aid would be under exceptional circumstances for the repeated semester. It is mandatory that the student pays off all additional financial assistance provided to him by the University.

Scholarship/external funds will not be given for the duration of the repeated semester(s).

3.8. Withdrawal

A student in good academic standing may withdraw from the programme for medical or other genuine reasons. The student is required to submit the application to the Associate Dean, academic programmes stating reasons for withdrawal. A student who withdraws from the programme is eligible for readmission. The Associate Dean decides the conditions for readmission after reviewing of the application.

3.9. Separation and Readmission

A student, separated during the first year on academic grounds, may apply for readmission to the first year of the programme.

A second-year student separated on academic grounds may apply for readmission to the second year of the programme in the following academic year. The admissions committee may call the applicant for an interview. The committee may impose additional academic requirements in case of readmission.

A student who is absent for an extended period without the permission of the Associate Dean, academic programmes, will be separated from the programme.

Useful Contacts		
Designation	**Name**	**Email ID**
Programme Director	Dr. Tanveer Shehzad	tanveer.shehzad@lumd.edu.pk
Assistant Manager	Azhar Rashid Abbasi	rabbas@lums.edu.pk
Programme Coordinator	Arslan Ashiq	arslan.ashiq@lums.edu.pk
Communications Office (student exchange & student societies)	Shafqat Bhatti	shafqat.bhatti@lums.edu.pk
Director SDSB Placement Office	Faaria R Salahuddin	faaria.salahuddin@lums.edu.pk
Assistant Manager SDSB Placement Office	Anique Jamil	anique.jamil@lums.edu.pk
Senior Officer SDSB Placement Office	Mahwish Khalil	Mahwish.khalil@lums.edu.pk
Officer SDSB Placement Office	Affan Rauf	Affanrauf@lums.edu.pk

EXHIBIT 1

MBA ACADEMIC CALENDAR 2022-2023

Semesters	MBA Programme (MBA 2024 & 2023)
SIM Registration	August 21, 2022
SIM	August 21 – September 03, 2022
Semester IA (MBA I, 2024)	September 05– October 28, 2022
Semester IB (MBA I, 2024)	October 31 – December 24, 2022
Semester IIIA (MBA II, 2023)	September 05– October 28, 2022
Semester IIIB (MBA II, 2023	October 31 – December 24, 2022

Holidays Schedule – Academic Year 2022-23	
Independence Day Holiday	August 14, 2022
***Ashura Holiday**	August 18-19, 2022
***12th Rabi ul Awwal**	October 07-08, 2022
Quaid-e-Azam Day	December 25, 2022
Kashmir Solidarity Day	February 05, 2023
Pakistan Day	March 23, 2023
Labour Day	May 01, 2023

Subject to the appearance of the moon

Note:

1. The University observes federal gazetted holidays.

2. During the academic year, due to lunar cycles, end term may have to be adjusted.

EXHIBIT 2

A TYPICAL MBA 1 TIMETABLE

First Year	
Activity	**Timings**
Discussion group	0830 – 0900
Class I	0905 – 1035
Tea break	1035 – 1105
Discussion Group	1105 – 1135
Class II	1140 – 1310
Lunch break	1310 – 1435
Discussion Group	1435 – 1505
Class III	1510 – 1640

EXHIBIT 3-A

Employer Internship Evaluation Report

SDSB Placement Office, SDSB, LUMS

We confirm that Mr./Ms. _____

Worked as an intern in our organization as indicated below:

Duration of Internship: From: _____ To: _____

Brief Project Description _____

_____

_____

Please rate the Candidate Below

Core Skills		*Low Ability*				*Exceptional Ability*	*Cannot Determine*
a)	Functional Knowledge	**1**	**2**	**3**	**4**	**5**	**7**
b)	Problem Solving & Analytical Skills	**1**	**2**	**3**	**4**	**5**	**7**
c)	Decision Making Skills	**1**	**2**	**3**	**4**	**5**	**7**
d)	Strategy & Planning Skills	**1**	**2**	**3**	**4**	**5**	**7**
e)	Execution & Implementation Skills	**1**	**2**	**3**	**4**	**5**	**7**
f)	Global (Think global, Act local)						
g)	Creativity & Innovation	**1**	**2**	**3**	**4**	**5**	**7**
h)	Leadership Skills	**1**	**2**	**3**	**4**	**5**	**7**
i)	Teamwork Skills	**1**	**2**	**3**	**4**	**5**	**7**
j)	Networking Skills	**1**	**2**	**3**	**4**	**5**	**7**
k)	Communication Skills						
	Verbal	**1**	**2**	**3**	**4**	**5**	**7**
	Written	**1**	**2**	**3**	**4**	**5**	**7**
l)	Initiative & Risk Taking	**1**	**2**	**3**	**4**	**5**	**7**
m)	Maturity & Humility	**1**	**2**	**3**	**4**	**5**	**7**
Personal Traits/EQ							
a)	Adaptability/Flexibility	**1**	**2**	**3**	**4**	**5**	**7**
b)	Self Confidence/Self Control	**1**	**2**	**3**	**4**	**5**	**7**
c)	Stress/Pressure Tolerance	**1**	**2**	**3**	**4**	**5**	**7**

d)	Business/Work Ethics	**1**	**2**	**3**	**4**	**5**	**7**
e)	Accountability & Social Responsibility	**1**	**2**	**3**	**4**	**5**	**7**

Comments & Feedback (Strengths, Areas of improvement etc.)

_____

_____

_____

What, in your opinion, has the student learnt from this internship experience?

_____

_____

_____

Will you consider this Candidate for a permanent position at your organization?

1) Definitely will consider
2) Probably would consider
3) May or may not consider
4) Probably will not consider
5) Definitely will not consider

Please specify reasons if (4) or (5) :

_____

_____

Company Information:

Company Name: _____

Department _____

Company Address _____

_____

City _____

Phone _____

_____ _____ _____

Name **Designation** **Signature**

EXHIBIT 3-B

Student Internship Evaluation Report

SDSB Placement Office

Student Name _____

Roll Number _____

Internship Details/Feedback:

Start Date _____

End Date _____

Stipend (if any) _____ (pls specify per week/month)

Were you assigned a specific project? Yes / No

Project Name/Title
Project Report:

Please rate the Candidate Below

Input Sources/variables:

		Low Ability		*Medium*	*Exceptional Ability*		*Cannot Determine*
1.	_____	**1**	**2**	**3**	**4**	**5**	**7**
2.	_____	**1**	**2**	**3**	**4**	**5**	**7**
3.	_____	**1**	**2**	**3**	**4**	**5**	**7**
4.	_____	**1**	**2**	**3**	**4**	**5**	**7**
5.	_____	**1**	**2**	**3**	**4**	**5**	**7**

Description of activities:

1._____
2._____
3._____
4._____
5._____

Output/Deliverables:

		Low Ability		*Medium*	*Exceptional Ability*		*Cannot Determine*
1.	_____	**1**	**2**	**3**	**4**	**5**	**7**
2.	_____	**1**	**2**	**3**	**4**	**5**	**7**
3.	_____	**1**	**2**	**3**	**4**	**5**	**7**
4.	_____	**1**	**2**	**3**	**4**	**5**	**7**
5.	_____	**1**	**2**	**3**	**4**	**5**	**7**

What knowledge/concepts learnt during first year did you apply or observed being applied in your internship?

_____

_____

_____

With reference to your internship experience, how would you differentiate between class learning and learning in an organization?

_____

_____

_____

What were your practical learnings from your internship experience? How will they add value during your MBA and beyond?

_____

_____

_____

Did you build any networks/connections during your internship, particularly from your job's perspective?

If Yes, please elaborate.

S.#	Organization	Designation	Email Address	Contact #
1				
2				
3				
4				
5				

If No, please elaborate.

Will this Internship impact and benefit your career decisions? If so, how and if no, why not?

If Yes, please elaborate.	If No, please elaborate.

Would you recommend this organization for future internships and/or recruitment? Please specify reason in either Response

_____

_____

_____ _____

Student Signature **Date**

EXHIBIT 4

Professional Code of Conduct Agreement with SDSB Placement Office

At the SDSB Placement Office (SPO), we work with students and recruiters for quality career opportunities. Corporate relationships are strengthened year-over-year through the continued success of our recruiters in hiring high calibre students. SDSB SPO maintains a professional code for students to ensure that interactions are collaborative, and they continue to increase the value of the investment you've made in your LUMS MBA degree. **Although we do not guarantee job placement, we provide resources and services to help all students conduct their own successful job search.**

As a LUMS MBA student, you will be required to sign a copy of this Code to acknowledge that you understand and abide by these polices, which are in place for the success of all students. If a student chooses not to sign the professional code, all SPO services will be forfeited. Violations of the code will be dealt with on an individual basis and could result in forfeiture of any or all SPO services. When in doubt on how to proceed, students should seek the assistance of an SPO representative to ensure that their choices are consistent with the Professional Code while taking a decision/action.

As a LUMS SDSB student, I agree to the following code of conduct: Please initial each line.

Professional Standards

____As a user of SPO services, I agree to uphold a professional relationship with all SPO staff, alumni, and company representatives. SPO will be used as the first point of contact for all recruiting inquiries.

____I understand that SPO representatives act as objective career advisors in partnership with students. I understand that SPO does not guarantee job placement but provides resources and services to help students conduct their own successful job search.

____I accept full responsibility for researching and preparing for all interactions with SPO staff, Alumni and company representatives (including any scheduled meetings, phone conversations, networking events, information sessions, applications, and interviews).

Attendance at Corporate Events

____Should I wish to attend a corporate recruiting/internship event, I accept full responsibility for registering (at least 24 hours in advance), being on time, and signing in at these events. I understand that registration lists for events may be provided to the recruiter. I understand that there are ramifications for not attending, which may include removal of all SPO services.

Honesty and Accuracy of Information

____I agree to act with honesty and integrity throughout the recruiting process. I understand that any misrepresentation of myself to SPO or a company representative verbally or through written communication is a serious violation of the Professional Code.

____I understand that SPO maintains a rigorous follow up of the job/internship status of all MBA students and I agree to provide any and all information to the SPO staff in this regard. When deemed necessary, SPO

will remove applications from submission pools such as in case of those who have accepted a job/internship offer.

Recruitment/Internship Process Management

Note: Recruitment/Internship Process/Activity(s) refer to both on- and off-campus tests/interviews/group discussions/assessment centers etc.

____I accept full responsibility for my career choices and in applying for positions for which I have a genuine interest and I commit to following through with the concerned recruitment/internship processes.

____By accepting a recruitment/internship activity with a recruiter, I agree to honour that commitment as well as professionally prepare for and attend (on time), the scheduled activity.
In the event I need to cancel the activity, I will notify the SPO and the recruiter at least 48 hours in advance. Reasons for cancelling the activity must be due to acceptance of a job offer or because of a medical or personal/family emergency. I am aware that documentation may be required for verification purposes.

____I agree to abide by the attendance policy and will schedule recruitment/internship activities outside of class timings where possible. In cases where class absence or leave for one or more of such activities becomes inevitable, I will notify SPO by writing to them in advance (at least 24 hours).

Job/Internship Offer Acceptance

____I understand that accepting a job/internship offer is a professional commitment. Once I accept a written offer from a recruiter, I understand I have made a formal commitment to that recruiter and will cease applying to and interviewing for other positions.
I understand that withdrawing my acceptance of an offer is a serious breach of the Professional Code and will result in forfeiture of all SPO services/support.

____I understand that in view of a job/internship offer from a recruiter, I must clearly respond to them, positive or negative, within the contract deadline. Failure to do so is a serious breach of the Professional Code.

Job/Internship Offer Reporting

____I agree to notify SPO, in writing, of my job/internship acceptance as soon as it is made.

I have read and understood the Professional Code of Conduct Agreement for LUMS MBA Students. I understand that any violation of these policies may result in forfeiture of any or all SPO services/support.

Name: _____

Roll # _____

Date: _____

Student's Signature: _____

Note: This Agreement is valid until the signatory's Recruitment File Closure by SPO.

EXHIBIT 5

ACKNOWLEDGEMENT AND ASSUMPTION OF RISK FORM

Exchange Programmes and Executive Clubs and Societies

Return to: Communications Office, Suleman Dawood School of Business-Lahore University of Management Sciences)

NAME: _____

ID: _____

TIME PERIOD: _____

Participation in off campus trips involves certain risks and dangers that are not inherent in the educational experience when attending the campus of Suleman Dawood School of Business-Lahore University of Management Sciences (LUMS). These may include, but are not limited to, the hazards of travelling, accidents or illness in remote places without medical facilities, risk associated with living accommodations, the forces of nature and travel by air, train, automobile or other means as well as exposure to customs and practices of societies different from our own. It is important that students understand that SDSB-LUMS cannot be responsible for the personal safety and well-being of students and that the student must accept responsibility for the assumption of these risks. SDSB-LUMS does not carry health, sickness, accident, or personal injury insurance for the benefit of students.

SDSB-LUMS will not be responsible for injury to, or damages suffered by, the student while travelling off campus. Furthermore, the student must accept responsibility for his or her own actions and behaviour and agree to be responsible for any claims which may be made against SDSB-LUMS arising out of those actions.

By signing this form, I acknowledge that I have read the above and I have had the opportunity to seek clarification and ask any questions I may have about its contents. I understand that in consideration of being permitted to travel outside SDSB-LUMS, I am accepting the risks and responsibilities set out above.

Signature: _____ Date: _____

Witness: _____ Date: _____

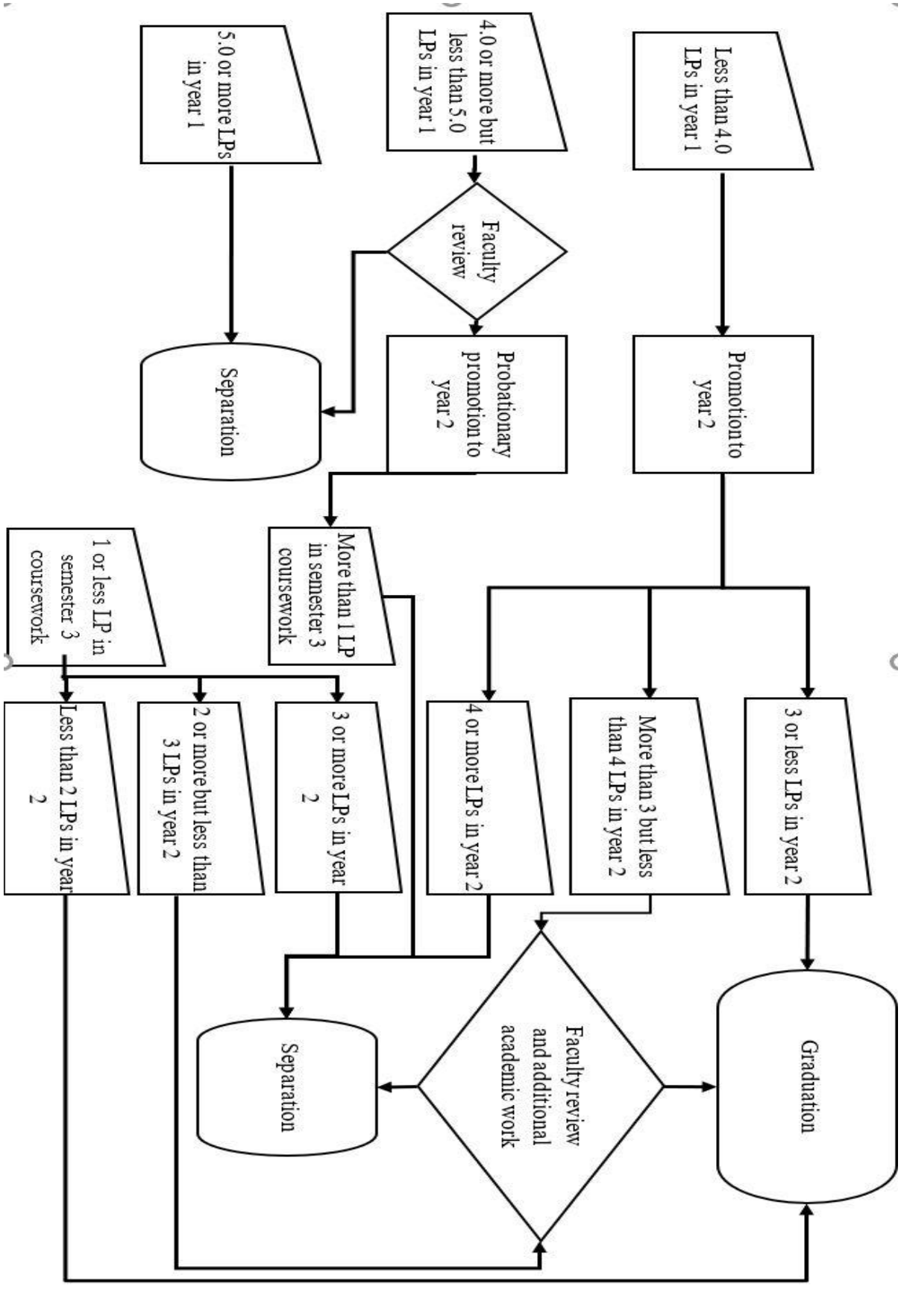
Person to contact in case of emergency:

Name: _____ **Tel:** _____

Address: _____

Relation to you: _____

EXHIBIT 6


Less than 4.0 LPs in year 1
4.0 or more but less than 5.0 LPs in year 1
5.0 or more LPs in year 1
Faculty review
Promotion to year 2
Probationary promotion to year 2
Separation
More than 1 LP in semester 3 coursework
1 or less LP in semester 3 coursework
3 or less LPs in year 2
More than 3 but less than 4 LPs in year 2
4 or more LPs in year 2
3 or more LPs in year 2
2 or more but less than 3 LPs in year 2
Less than 2 LPs in year 2
Faculty review and additional academic work
Graduation
Separation

4. Executive MBA (EMBA) Programme

4.1. The Programme

In an increasingly uncertain business environment, the task of managing has become more complex and demanding. The key to business survival in the future lies in developing leaders who can effectively respond to the rapidly unfolding challenges of tomorrow. The Executive MBA (EMBA), offered by the Suleman Dawood School of Business has been designed precisely to cater to this need.

The Executive MBA programme is designed for mid-career managers who have excelled in their functional areas and are to be prepared for leadership positions in their organisations. It is also useful for successful entrepreneurs who want to bring more structure and organisation to their enterprise. These individuals can leverage their rich work experience through a world-class management education programme in the form of the SDSB-LUMS Executive MBA.

The programme has been structured to enable busy managers to acquire management education while fulfilling regular professional responsibilities. It is spread over 22 months and involves a total of 4 weeks and 36 weekends of full-time academic activity supplemented by distance learning.

The EMBA programme is scheduled around the key themes of leadership and innovation. These themes are introduced in the first year, along with basic functional courses. In the second-year participants are offered specialisation courses, and a set of integrative courses that revolve around the theme “Planning for the Future”.

4.2. Curriculum Requirements

All courses offered, on campus as well as online, are mandatory.

To fulfil EMBA degree requirement, participants are required to complete 6 online courses, contributing 9 credit hours towards the degree requirements, 15 residence courses at LUMS, contributing 45 credit hours towards the degree requirements, satisfy EMBA project requirements contributing 6 credit hours and complete Globalisation and Cross-Cultural module contributing 3 credit hours. Each online course is 1.5 credit hours and all courses taken at LUMS are 3 credit hours each while EMBA project is 6 credit hours.

EMBA programme also includes three Distance Learning Modules. Each module consists of two online courses offered in collaboration with Harvard Business School Press (HBSP). The purpose of these courses is to enhance essential knowledge and skills fundamental to good business education. Courses include:

- Financial Accounting
- Spreadsheet Modelling
- Quantitative Methods
- Management Communication
- Finance
- Mathematics for Management

Each online course contributes 1.5 credit hours towards the degree requirements. Each online course is linked with a regular on-campus course and completion of the online courses before the final examination of the linked courses is mandatory. In addition to passing all the online exams, the material covered in the online courses is also tested in the on-campus linked courses. Grades for the semester will not be released

until the requirements for relevant online courses are met. Faculty for the linked on-campus course can impose a one-grade reduction penalty for not completing the online course in the allotted time.

Each Participant has to provide verifiable and timely proof of completion of the required online courses to the respective instructor and Programme Coordination Office. A student may lose the credit by failing to timely submit the proof of completion as beyond a certain time the completion of the course is not verifiable in HBSP's online record.

The programme requires basic knowledge of mathematics and statistics, proficiency in the use of computer, comprehension, reading and writing skills. Those who are weak in these prerequisites may be required to take preparatory courses.

No waivers are granted for courses previously completed at SDSB-LUMS or elsewhere.

For detailed programme structure and credit hours break down, please refer to the figure 4 and 5.

4.3. Grades

Grades are communicated to students, subject to clearance of dues and successful completion of online course and faculty evaluation forms at the end of each semester. These grades may also be communicated to the parents, guardians, or sponsors of the students.

SDSB-LUMS applies relative grading policy, i.e., the final grade depends on a student's relative ranking in the class. Letter grades are used as portrayed in figure below.

This policy is not applicable for Experiential Learning and Leadership and Team Building courses. The grading policy for these courses will be communicated later separately by the second week of semester 1.

Grading Criteria

D*	Distinction	the student's performance was of exceptional merit, far exceeding the expected standards of the faculty.
HP	High Pass	the student's performance was excellent and exceeded the expected standard of the faculty.
P+	Pass Plus	the student's performance was above average and met the expected standard of the faculty.
P	Pass	the student's performance met the expected standard of the faculty.
P-	Pass Minus	the student's performance barely met the expected standard of the faculty.
LP	Low Pass	the student's performance, though acceptable, was below the expected standard of the faculty.
U*	Unsatisfactory	the student's performance was below the expected standards of the faculty and was unacceptable.
I	Incomplete	the student did not attend the required minimum number of class sessions.
W	Withdrawn	the student withdrew from the course/Programme
RL	Result later on	the student's grades are not finalised

* **D** and **U** are absolute grades.
HP, **P+**, **P**, **P-** and **LP**, are awarded on the basis of relative performance.

4.4. Globalization and Cross-Cultural Module

The Cross Cultural and Globalisation Module is an integral, seven to twelve days, component of the programme. It consists of sessions on globalisation and cross-cultural management with academics, experts and technocrats; and visit to local manufacturers, distributors and retailers. The module is currently being conducted in USA, with plans to hold it in China in the future. Travel, Visa, residential and entertainment costs will be borne by the participants. Participants who cannot undertake this module internationally, can make up the programme requirement through a seven to twelve days' visit with intense management experience outside Lahore. This module like the International Module has to be followed up with a required individual report and be undertaken with prior intimation and approval of the Programme Director.

4.5. EMBA Programme Project

The EMBA Programme Project is like a real counselling assignment undertaken for a participant's organisation. The Project will entail doing strategic review of the organisation/ environment, identifying various managerial issues/ problems and coming up with alternative solutions. Participant must explore the key facets of the issues. The study should employ theoretical concepts, tools and techniques and should relate them to the organisational problems being studied. The report must be able to persuade readers to accept the validity of the description and analysis, as well as the soundness of conclusions and recommendations. It is expected that the broad range of learning during the Executive MBA Programme will be evident in the project.

Please refer to the details given in Appendix A.

4.6. Programme Features

The Executive MBA (EMBA) Programme involves 4 weeks and 36 weekends of full-time on-campus academic activity. The calendar for the academic year 2022-23 is illustrated in Figure 1 & 2.

Figure 1: EMBA Academic Calendar 2022 – 2023

EMBA 2023 (1st Year)	
Module	**Dates**
Distance Learning Module – I	**August 15 – September 14, 2022 (Four Weeks)**
Registration + SOP	**August 26 – 29, 2022 (Four Days)**
Module I (Business Fundamentals)	August 30 - 31, 2022 & September 1- 4 (Six Consecutive Days)
	September 17 -18, 2022
	October 01 - 02, 2022
	October 15 - 16, 2022
	October 29 - 30, 2022
	November 12 - 13, 2022
	November 26 - 27, 2022 (Final Exams)

Figure 2: EMBA Academic Calendar 2022-2023

EMBA 2023 (2nd Year)	
Module	**Dates**
Module IV (Law & Entrepreneurship)	September 03 -04, 2022
	September 17 -18, 2022
	October 01 - 02, 2022
	October 15 - 16, 2022
	October 29 - 30, 2022
	November 04, 05 & 06, 2022 (*Final TOR Project Presentations*)
	November 12 - 13, 2022
	November 26 - 27, 2022
	December 10 - 11, 2022
	December 24 - 25, 2022 (Final Exams)

Typically, courses consist of 16 sessions of 90 minutes each along with distance learning assignments.

Figure 3: A Typical Timetable for EMBA

Session Timings		
Activity	**Duration(In Minutes)**	**Time**
Group Discussion	30	0830 – 0900
Class Session I	**90**	**0905 – 1035**
Tea Break	20	1035 – 1055
Group Discussion	30	1055 – 1125
Class Session II	**90**	**1130 – 1300**
Lunch	60	1300 – 1400
Group Discussion	30	1400 – 1430
Class Session III	**90**	**1435 – 1605**
Break	25	1605 - 1603
Group Discussion	30	1630 – 1700
Class Session IV	**90**	**1705 - 1835**

Figure 4: EMBA Programme Structure

<table>
<tr><th colspan="6">First Year</th></tr>
<tr><th>Distance Learning Module I</th><th>Module I Business Fundamentals</th><th>Distance Learning Module II</th><th>Module II Managing Operations and People</th><th>Distance Learning Module III</th><th>Module III, Cost Value and Innovation Management</th></tr>
<tr><td rowspan="2">Financial Accounting</td><td>Understanding Financial Accounting</td><td>Quantitative Methods</td><td>Managerial Economics</td><td>Mathematics for Management</td><td>Managerial Finance</td></tr>
<tr><td>Problem Solving & Decision Making</td><td rowspan="2">Managerial Communication</td><td>Operations & Supply Chain Management</td><td rowspan="2">Finance</td><td>Innovation and Technology Management</td></tr>
<tr><td>Spread Sheet Modelling</td><td>Marketing Management</td><td>Managing People</td><td>Managerial Accounting & Control Systems</td></tr>
</table>

Summer	Second Year	
International Module: Globalization and Cross-Cultural Management	**Module IV**	**Module V**
	Law and Entrepreneurship	**Managing the Future**
Ten to Twelve Days	Venture Creation	Business Strategy
	Business Law & Corporate Governance	Islamic Ethics
	Corporate Finance	Leading Organization
		Mark Strat Simulation
	EMBA Project	

Figure 5: EMBA Programme Credit Hours Break Down

Harvard Online Courses		**Credit Hours**
1	Financial Accounting	**1.5**
2	Spread sheet Modelling	**1.5**
3	Quantitative Methods	**1.5**
4	Managerial Communication	**1.5**
5	Mathematics for Management	**1.5**
6	Finance	**1.5**
	Total	**9.0**
Residence Courses		
1	Understanding Financial Accounting	**3.0**
2	Problem Solving and Decision Making	**3.0**
3	Marketing Management	**3.0**
4	Managerial Economics	**3.0**
5	Operations and Supply Chain Management	**3.0**
6	Managing People	**3.0**
7	Managerial Finance	**3.0**
8	Innovation and Technology Management	**3.0**
9	Managerial Accounting and Control Systems	**3.0**
10	Venture Creation	**3.0**
11	Business Law and Corporate Governance	**3.0**
12	Corporate Finance	**3.0**
13	Business Strategy	**3.0**
14	Islamic Ethics	**3.0**
15	Leading Organizations	**3.0**
16	Mark Strat Simulation	**1.5**
	Total	**46.5**
International Module: Globalization and Cross-Cultural Management		**3.0**
EMBA Project		**6.0**
Grand Total		**64.5**

4.7. Academic Standing Graduation Requirements

Participants who accumulate LPs / Us may get academic notices as determined by the Associate Dean (Academic Programmes). A participant who accumulates 7 or more LPs at any stage or 5 or more LPs in the first year will be separated from the programme. An unsatisfactory grade **'U'** is equivalent to **2 LPs.**

A participant who accumulates 6 LPs can only graduate through a faculty decision. Such a decision is accompanied by some additional academic work; either a participant taking a course or writing a case. Faculty decision will depend on the grade in the course or comments of the case review committee if a participant opts for a case.

The responsibility of finding a supervisor for writing a case will rest with the participant. The faculty also stipulates the time period within which the additional work requirement has to be completed. A participant who accumulates less than 6 LPs will graduate unconditionally.

A participant who accumulates 3 or 4 LPs in the first year will be placed on academic probation. The terms and conditions of the probation will be decided by the faculty.

Participants removed from the Programme on disciplinary grounds may not be considered for readmission.

4.8. Honours

On the completion of the Programme, participants are ranked according to their academic performance. Among the participants, the top 10% of the class are placed on the Dean's Honour Roll; receive plaque and certificate with a special mention on the transcript. Also, those among the top one third of the class receive a special mention on their transcripts.

The graduating participant with the best academic performance receives a NMF (National Management Foundation) gold medal.

4.9. Deferral and Withdrawal

A participant admitted to the Programme[6] may petition to defer to a later term. Participants, in good academic standing, may defer from the Programme upon approval of the Associate Dean (Academic Programmes), subject to certain conditions. In such cases, the participant should submit a petition to the Associate Dean stating reasons for withdrawal or deferral.

The Associate Dean decides the conditions for readmission on a case-to-case basis.

Any deferral during a term means that re-entry to the Programme must be at the start of the same module in a subsequent year. A participant may also apply for deferral prior to the start of a new module.

A participant who defers to a later module must re-join the Programme so as to complete the requirements and graduate no later than 3 years after the original expected graduation date.
Participants who defer to a later module will be subject to fee in effect at the time they re-join the Programme.

Parent/sponsoring organization of participants who opt for deferment, will be informed of the deferment decision.

[6]*Admitted means acceptance into the programme and having paid the required fees.*

4.10. Attendance Policy

For any course if a participant misses more than 20 % (3 class sessions out of 16 taught sessions) of the scheduled sessions (for any reason whatsoever) then the participant will get an "Incomplete" in the course.

*Incomplete **(I)** in any course will require repetition of that course. Since all courses are compulsory this will usually mean that participant must defer to a later batch.*

Participants coming late to class may be marked absent and are generally not allowed to sit in class. "*Late in class" pertains to the mandatory discussion groups as well.*

Discussion room (DR) based activity is considered an essential part of the class session. Therefore, if a student is late in the DR the student will be marked as "*Late in class*" by the teaching support staff. The instructor may mark the student who is "*Late in class*" as "*Absent*" in the associated class.

If a participant misses a session, he/she will be marked zero towards the CP for that session.

For each course, a negative CP score of -1 (out of 4) is given to the participant for the first missed session and a score of -1.5 for the second missed session.

a) Absences due to prolonged illness

In case of prolonged illness, students are required to submit a Medical Certificate (MC) stating that the illness is serious enough to prohibit the student from attending the classes. Some of the diseases that qualify as serious illness include Covid-19, dengue, chicken/smallpox, jaundice, malaria, typhoid etc.

Students should, preferably, obtain the Medical Certificate (MC) from the LUMS doctor. In case the LUMS doctor is not available, then other MCs may also be admissible. MC must be submitted to PCO and the latter will forward the case to the Committee of Dean and Associate Deans. The decision of the committee will be announced to the student and the relevant faculty.

The extension in the submission deadline for WAC/Assignment or project can be granted to the student with the permission of the relevant instructor.

b) Absences due to death in the family

If there is a death of an immediate family member (parents, children, spouse, and siblings) the student may be given zero CP. If there is a death of a close relative (grandparents, uncle, aunt, cousin, nephew, or niece) the student may be given zero CP. The student is required to inform PCO, who will process the case after the approval of the Programme Director.

The extension in the submission deadline for WAC/Assignment or project can be granted to the student with the permission of the relevant instructor.

4.11. Residence at REDC for EMBA Students

Depending upon room availability, EMBA candidates have the option to stay at the executive residence housed by the Rausing Executive Development Centre (REDC) at LUMS. However, participants will have to indicate on their admission application whether they want to stay on campus. Because of high demand and popularity, please note that the room's reservations are made subject to availability. Residence at REDC is

a single room accommodation. Participants are expected to check-in on the evening preceding the start of a course and can check-out on last day of the course by 12:00 pm.

4.4.1. Norms at REDC

- REDC standard check-in time is 2:00 p.m. onwards and check-out is at 12:00 p.m. Additional rates will apply in case of an early check-in/late check-out scenario. For check-in and check-out other than the standard timings, please contact front desk staff to check the availability and charges.
- Any extra charges beside room rent such as telephone calls, extra night stay, laundry etc will be charged separately to the guests at the time of check-out. As per policy, REDC front desk is strictly a No cash area.
- Any damage to REDC property will be charged to the guest according to the actual cost of the damaged item.
- Personal guests are not allowed inside the room. Guests are requested to use lobby area to entertain the guests. Visitors are strictly discouraged in REDC premises after 10:00 p.m.
- All buildings on campus are non-smoking. Guests are requested to respect the non-smoking laws of the University.
- Guests are requested not to engage in any activity that may result in damage to the University property. Weapons are not allowed at LUMS-REDC premises.
- While browsing the internet, please avoid downloading and accessing websites that could be considered objectionable.
- Please adhere to local norms related to dress, drugs, alcohol, and personal behaviour.
- Please maintain silence/discipline at all times inside REDC building since there are other executives staying in the same building.
- Discussion rooms inside REDC building are not reserved for EMBA students. For DRs Information, please contact EMBA coordinator Mr. Khurram Janjua.

4.4.2. REDC Residential Guest Protocols (COVID 19)

- Given the current COVID 19 situation, the residential guests are required to provide negative RT-PCR test conducted not more than 48 hours before the date of arrival on campus. The residential guests will only be allowed to check-in at REDC after submission of the PCR negative report.
- All guests to pass through disinfecting tunnel while entering/exiting the REDC building.
- REDC staff to take guest's temperature through laser thermometer at front-desk every time a guest enters the building.
- Inside the facility, REDC staff and guest to maintain social distancing (6 feet from each other) and wearing of facemasks is mandatory at all times for guests and staff members.
- REDC will only book single occupancy room under the current circumstances. No visitors and family members are allowed on-campus during guest's stay.
- Residential guests are required not to leave the campus throughout their stay at REDC. They are also not allowed to receive visitors.
- Guest will find following items in the room to ensure safe and clean environment (Hand-sanitizer, Regular facemask, Alcoholic swab, Hand gloves).
- During the stay, if a guest develops symptoms of high fever, flue, sore throat or shortness of breath, REDC support staff will immediately isolate the guest in the designated room on the ground floor and call the emergency on-campus doctor (Extension 2543 and 8500) to visit & examine the guest.
- After feeling sick, if the guest requests to be checked by his/her own physician and wants to be with the family, then the guest can leave the campus and return to his/her home. Guest will be required

to leave in his/her personal transport and will have to sign an undertaking before leaving the campus.

- If the guest cannot leave the campus due to health status or due to traveling outside city by public transport, then on doctor's recommendation guest would be advised to get PCR tested, if necessary, arrangements will be made for test samples to be taken on consent of the guest and his/her family and test will be conducted on-campus by authorized lab. All expenses related to test, medicines, food, transportation and stay etc. would be borne by the guest.
- Guest needs to remain isolated in the designated room until the reports are received. Based on guest's condition and doctor's recommendation, the guest can be released or shifted to hospital if necessary.
- During the isolation period of the guest at REDC, there will be one housekeeping staff member designated to take care of that particular guest and in case of guest's positive COVID19 report, all staff members, students & faculty members who had been in close contact with that guest, will be informed about this development & guest will be instructed to leave the campus and quarantine at his/her own home.

Useful Contacts		
Designation	**Name**	**Email ID**
Programme Director	Dr Shakeel Sadiq Jajja	ssj@lums.edu.pk
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Communication Office	Ayesha Khan	ayesha.khan@lums.edu.pk
Director SDSB Placement Office	Faaria R Salahuddin	faaria.salahuddin@lums.edu.pk
Assistant Manager SDSB Placement Office	Anique Jamil	anique.jamil@lums.edu.pk

Appendix A – Capstone Group Project

The EMBA Project requires you to address an issue of significant importance to your organization. The approach is that of a *management consultancy assignment*. To qualify as "significant", it should *at the very least* require the following:

1. carrying out a strategic review of an organization and its environment,
2. identifying a major issue (/problem) faced by the organization, and
3. Coming up with a reasonable set of *alternative* solutions for addressing it.

You must explore key facets of this issue and recommend alternative solutions. Your study should clearly show your awareness of relevant theoretical concepts, tools and techniques (*at least*, those covered during your EMBA programme) and ability to apply the most appropriate of them to the organizational problem being studied.

Your report must be able to persuade your readers to accept the validity of your description and analysis, as well as the soundness of your conclusions and recommendations. We have repeatedly used "you" and "your" to highlight that the work must also provide enough proof of *independence* in *analysis* and *solving* the problem. Again, as a "capstone" to your studies, it is expected that the broad ranges of learning during the Executive MBA Programme will be evident in the project.

It may facilitate you if you *identify a manager* in your company facing a strategic problem. The manager is 'the client' and you will be preparing the final report for him/her. You will then prepare the project's TOR (Terms of Reference) under the guidance of your advisor, and have your client approve it. If required by your organization, please include the necessary authorization with the TOR.

During this project you will need to utilize both primary and secondary data and access internal as well as external sources in order to incorporate the impact of economic, regulatory, and market trends as well as management practices into your analysis. You should also be frequently consulting your 'client' and project advisor to make sure that your progress and direction is consistent with their expectations and standards.

This exercise is to be carried out in groups of two (2) which has to be notified to the PCO before the end of the first two-week term of the year. The final written report, inclusive of exhibits, tables, and bibliography, will be about 50 pages. Report format details will be sent closer to the milestone dates.

5. MS Programmes

The Master of Science (MS) degrees are 1.5 years degree programmes offered by the Suleman Dawood School of Business (SDSB). They are specially designed programmes of study to equip students with outstanding business education integrated into a specialty area so they can impact defined sectors of the economy. Each Master of Science degree will prove highly marketable as they home in on areas of extreme need for specialist knowledge and managerial know-how.

The SDSB - LUMS offer Master of Science (MS) degree in:

Full Time

- Healthcare Management and Innovation (MS HMI)
- Technology Management and Entrepreneurship (MS TME)
- Business and Public Policy (MS BPP)
- Financial Management (MS FMG)

Weekend

- Accounting and Analytics (MS ACTA)
- Supply Chain and Retail Management (MS SCRM)
- Healthcare Management and Innovation (MS HMI)

MS Programme Learning Goals and Objectives

Goal # 1: Team Participation and Leadership

a. Students will be able to assume responsible and ethical Leadership, effectively work, and manage diverse teams.

Goal # 2: Knowledge and Integration of Functional Area Content

a. Students will demonstrate understanding of the functional and strategic aspects of business and management
b. They should also be able to integrate across functional areas and develop feasible strategies and action plans.

Goal # 3: Effective Oral, Written, and Presentation Communication Skills

a. Students will be able to gather, evaluate and analyze information from a variety of sources.
b. They should also be able to communicate results clearly and persuasively in a variety of mediums for diverse audiences.

Goal # 4: Social, ethical, economic and environmental responsibility

a. Students will be able to understand the broader impact of an enterprise on its various stakeholders.
b. They should also be able to demonstrate awareness of current local and global legal and regulatory environment.

5.1. The Learning Cycle for MS Students

SDSB-LUMS provides a rich educational environment for its students. The prime responsibility for learning rests with the students. As part of the collective learning experience, students are responsible not only for their own development but also for the personal and professional growth of their peers.

5.1.1 The Learning Cycle - Blended Learning Methodology

What is Blended Learning?

Blended learning is an innovative concept that embraces the advantages of both traditional teaching in the classroom and ICT supported learning including both offline learning and online learning. Compared to traditional teaching approached it has a much larger scope for collaborative learning; constructive learning and computer assisted learning (CAL). Blended learning needs rigorous efforts, right attitude and highly motivated participants for its successful implementation.

Blended Learning at SDSB

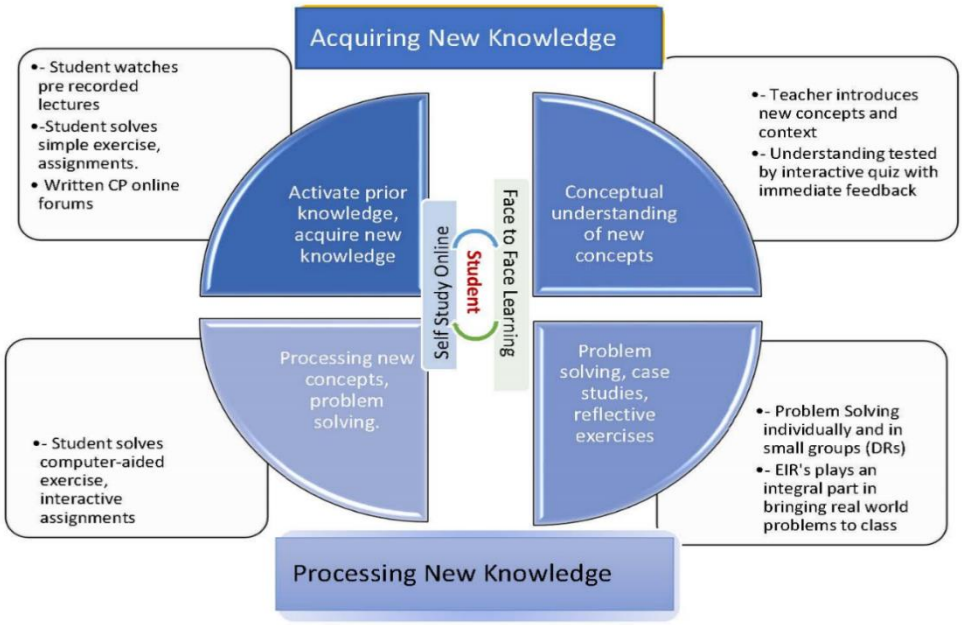
Our national educational system at present is in a state of flux and transition. To meet the challenges of expansion and for catering individual student needs SDSB is continuously adopting new technologies and exploring new paths to reach the goal of quality educational opportunities for all. Active learning principle is used while designing the holistic blended learning methodology model to teach and learn at SDSB for the MS programmes. The programme aims to take in students from all fields and varied backgrounds, so in order to make sure they have a sound management background to pursue their degree and in their future careers blended learning promises a more meaningful learning experience.

The idea of transferring theory to practical application in a particular discipline area will be focused on. Also, student engagement and intrinsic motivation will be simulated by establishing more autonomous learning, a feeling of competency (self-efficacy) and relatedness to other students who may struggle with the same material.

The goals of blended learning methodology at SDSB will be to ensure:

1. **Academic success:** To Improve Learning
2. **Linkages:** Improve connection between theory to practice
3. **Engagement:** To increase student's active participation in class and motivation for learning in their specific areas.

The following figure illustrates blended learning conceptually:



In order to execute this learning and teaching methodology, the MS programmes at SDSB will follow the idea: **"prepare, participate, practice"**.

The students will **prepare** themselves before coming to class, should **participate** actively by joining discussion groups, in-class-activities and after the face-to-face session students should **practice** processing the new knowledge gained through in class activities. A blended approach is best to meet these requirements of stimulating autonomous learning, competency building and time on task. The EIRs will be actively involved in the process of providing participation and practice opportunities.

Preparation: (Pre-class)

Individual prep pre class is the first step in the learning process and includes extensive study from textbooks, videos, slides, and other assigned materials, along with a rigorous analysis of the topic. This crucial step in preparation is the key responsibility of the students. Each student is expected to have read and prepared the topic thoroughly before coming to the discussion group and the class.

Participate (online/offline)

Participation will be done in both online forums and on campus discussion rooms. Before every class session, collective learning, and interaction with peers through online forums and offline discussion rooms collectively augments individual preparation. Intensive interaction, sometimes guided or open ended with the members of the groups enhances team spirit and collaboration. These groups meet between sessions to prepare for the next class. In these meetings, (virtual or physical) each member contributes individual analysis and personal point of view for the issue under discussion. Through sharing of diverse views insights, the overall understanding of the topic is enhanced, validity of arguments is determined, and new dimensions are added to the problem and possible prescribed solutions.

Discussion groups provide an important peer-based support mechanism to students. It helps the students to develop intellectual and emotional support systems, which are crucial in a high-pressure environment at SDSB-LUMS. Discussion groups, however, should not be used as a substitute for individual preparation.

Participation requirements in discussion groups for various subjects are identified in the weekly schedule. Students must ensure punctuality, attendance, and active participation in the discussion groups. Failure to do so may result in disciplinary action.

Practice (in class, interactive)
The individual and discussion group preparation will be out to practical test in the class practice activities under the guidance of the faculty. Contribution to the class practice is extremely important and constitutes a significant portion of the course grade. Effective class contribution requires active listening by a student in the classroom. A blend of different teaching tools like cases, simulations, team-based exercises will enable students to question conventional thinking, test ideas, and brainstorm solutions using real life examples. The dynamic exchange of knowledge and experience among successful individuals from different cultures and academic backgrounds encourages shared insights and enhances learning Lectures, videos, lectures, industry Practitioner's experience and simulations complement the classroom experience.

The design of each class practice session will be experiential in nature where students will get multiple opportunities to apply the knowledge and skills learnt during the course of the programme to real life business situations and accumulate valuable application knowledge and implementation skills.

WACs will also be an important component of the programme where students will receive a WAC assignment usually on the last working day of the week. The WAC is to be completed and submitted on the LMS and late submissions are not accepted. WACs might be individual or group and must meet the requirements specified in the weekly schedule. Both content and style are important in grading of a WAC. In addition to cases analysis students are also expected to pay attention to elements of style such as grammar, spellings, structure, and presentation of the report.

Practical problem solving, exercises, simulations and in class presence of industry practitioners will be another interactive component used to further expand learning.

5.2. Foundation Courses for Non-Business Students

SDSB will offer tailor made foundation courses (1.5 credit hours) for non-business students to make up for their academic deficiency as established by the MS programme admission committee in consultation with programme Directors at the time of admission. The grading basis for the courses is Pass/Fail with minimum aggregate score of 50% required for passing the course. In case of a failure in a foundation course(s), the respective MS Programme Committee would advise on the appropriate course of action.

These courses include:

- Introduction to Business Economics
- Introduction to Management
- Introduction to Finance and Accounting
- Introduction to Marketing

5.3. MS Orientation

MS Orientation will provide an overview to students regarding general management skills.

- Introduction to Business Maths 1
- Introduction to Business Statistics 1 & 2
- Introduction to Data Analysis 1 & 2

- Introduction to Blended Learning & Methods
- Business Ethics
- Interpersonal Skills
- Pakistan and Business

In addition to the above, specialized orientation will introduce students to programme specific requirements.

5.4. Full Time Programmes

5.4.1. Master of Science in Healthcare Management and Innovation (MS HMI)

The Master of Science in HealthCare Management and Innovation (MS HMI) programme aspires to prepare graduates for leadership in management positions across health care, including care delivery and financing, biotechnology, information technology, entrepreneurial endeavours, consulting, public health, and health systems management.

Objective

Creating an equitable and sustainable healthcare sector in Pakistan by educating future leaders, innovators, and disruptors

- Impacting practice of healthcare management by producing leaders, innovators, and managers.
- Connect students with worldwide opportunities in the health industry through innovative, experiential curriculum, intensive skills education, and diverse learning experiences.

Specialization Goals and Objectives for MS HMI

Goal # 1: Understanding healthcare management

a. Students will understand value chain in healthcare and its major components.
b. Students will be able to design and implement process change in healthcare sector.

Goal # 2: Understanding complexity of healthcare systems

a. Students will demonstrate understanding of key challenges and major stakeholders in health sector.
b. Students will recognize challenges of managing complex health systems.
c. Students will understand role of policies and laws in governing health sector.
d. Students will be familiar with issues of equity and sustainability in healthcare.

Goal # 3: Leading innovation in healthcare

a. Students will be able to identify opportunities for innovation in healthcare.
b. Students will demonstrate understanding of designing and implementing a healthcare innovation.
c. Students will be familiar with the steps of creating a successful venture in healthcare sector.

Features

The programme strives to achieve “achieve excellence in national and international leadership” by providing training and research opportunities in healthcare management. The mission is to advance ethical and thoughtful leadership by developing pool of experts:

1. To meet the public and non-profit sectors’ demands for a well-educated and well-trained workforce to “serve the critical needs of society”.

2. By “influencing practice and policy” in the healthcare sector through field research projects.
3. By developing entrepreneurs looking to start, build/finance and manage non-profit and for-profit start-ups in healthcare sector.

The programmes’ objective is to provide strong transdisciplinary character from the areas of business management, leadership, and innovation. Given that MS HMI combines these disciplines, they are all given proportionate weightage. To accomplish this, 12 credit hours (4 courses) are dedicated to the business core. HMI specialization courses comprise of 12 credits (4 courses) and summer course of Applied Data Analysis bearing 3 credit hrs.

The field thesis comprises of 6 credit hours.

Business Core Courses

Business core are designed to give students a grounding in basic management concepts

1. Financial Management and Accounting
2. Business Economics
3. Organizations and Leadership
4. Marketing Management

Specialization Courses

HMI specialization courses are designed to give students’ in-depth understanding of health sector and equip them with various skills/tools to fulfil programme’s mission of creating a sustainable and equitable healthcare system.

1. Health Systems Management
2. Healthcare Policy, Politics and Law
3. Innovation and Entrepreneurship in Healthcare
4. Healthcare Operations Management

Summer Course

1. Applied Data Analysis

5.4.2. Master of Science in Technology Management and Entrepreneurship (MS TME)

The Master of Science in Technology Management and Entrepreneurship (MS TME) programme aspires to educate entrepreneurially minded students who will drive innovation and advance value-creation within enterprises through technological and business insight. Expert faculty members from SDSB along with other schools at LUMS will teach in the programme, making it a ‘no borders’ initiative.

Objective

The MS TME programme aims to:

- Produce managers who are prepared for the challenges and changes the Fourth Industrial Revolution is bringing and who can meet the needs of the digital future.
- Spur technological adoption, innovation and effectiveness across industrial markets underpinned by sound business oversight.
- Equip students with technical and managerial skills as well as entrepreneurial insights whose demand is driven by technological advances and digitalization within enterprises.

Specialization Goals and Objectives for MS TME

Goal # 1: Understanding Technology Management Ecosystem

a. Students will understand the legal, social, ethical, and economic environments of technology management in local and global context.
b. They will be able to assess the commercial viability of new technologies, business Models and opportunities and existing companies.
c. To be able to create, identify, assess, shape and act on opportunities in technology contexts and digital organizations.

Goal # 2: Leading Digital Transformations

a. Students will master Technical Skills needed to Director organizations in the digital age.
b. To be able to develop advanced knowledge on how to assess digital business opportunities and an in-depth understanding of what typically characterizes successes and failures.
c. They will be able to solve organizational problems, individually and/or in teams, using quantitative, qualitative, and technology enhance approaches.

Goal # 3: Familiarity with Digital Entrepreneurialism and innovativeness

a. To have advanced knowledge about key processes necessary to bring new products and services to market and key challenges facing the entrepreneur at different stages of the entrepreneurial journey.
b. To effectively combine understanding of technology and entrepreneurship in a cross disciplinary fashion to identify and develop attractive opportunities within your field of experience.

Features

The programme strives to achieve “achieve excellence in national and international leadership” by tapping into the emerging fields of digitization and entrepreneurship. The mission is to advance ethical and thoughtful leadership by developing and honing entrepreneurial skills in students building on entrepreneurial initiatives at SDSB-LUMS including the National Incubation Centre and experiential learning expertise.

The programmes’ objective is to provide strong inter-disciplinary character from the areas of business management, entrepreneurship, analytics, and technology. To accomplish this, 12 credit hours (4 courses) are dedicated to the business core. TME specialization courses comprise of 12 credits (4 courses) and summer course of Applied Data Analysis bearing 3 credit hrs.

The field thesis comprises of 6 credit hours.

Business Core Courses

Business core are designed to give students a grounding in basic management concepts

1. Financial Management and Accounting
2. Business Economics
3. Organizations and Leadership
4. Marketing Management

Specialization Courses

TME specialization courses are designed to give students' in-depth understanding of technology management and to equip them with various skills/tools to fulfil programmes' mission of creating a sustainable and innovative digital transformation system in true spirit of entrepreneurship.

1. Tech-Entrepreneurship
2. Business Venture Proposal Writing
3. Technology, Design, and Innovation Management
4. Technology and Operations Management

Summer Course

1. Applied Data Analysis

5.4.3. Master of Science in Business and Public Policy (MS BPP)

The Master of Science in Business and Public Policy (MS BPP) programme aspires to bridge the existing gap, a programme to create managers who understand local business contexts and can apply sound economic analysis with policy-based expertise. Expert faculty members from SDSB along with other schools at LUMS will teach in the programme, making it a 'no borders' initiative.

Objective

The intent of the MS BPP programme is to equip students with business knowledge and management perspectives to provide leadership in public policy-related occupational spaces and in public sector organizations generally. The Master of Science programme in Business and Public Policy will:

- Offer quality education in the field of Business, Economics and Policy.
- Produce managers for the public and non-profit sectors in Pakistan and abroad.
- Enhance the pool of graduates who understand local as well as export-oriented businesses and how various factors, internal and external, impinge on the policy process.
- Sensitize participants to issues in modern statecraft and public policy and enhance their abilities to think commercially and strategically.

Specialization Goals and Objectives for MS BPP

Goal # 1: Understanding business and public policy

a. Students will understand core business and policy interface to deploy necessary skills to formulate public policy.

Goal # 2: Understanding complexity of business and policy interface

a. Students will appreciate challenges in public policy and be able to contribute to policy debates.
b. Students will understand the role of policies that impact the overall business environment in the country

Features

The programme strives to achieve "achieve excellence in national and international leadership" by teaching Business and Policy in Pakistan. The mission is to advance ethical and thoughtful leadership by developing pool of experts:

1. To meet public/non-profit sectors' demands for a well-educated and well-trained workforce to "serve the critical needs of society,"
2. understanding local business context and link with national/international economic policies.

3. Aware of overall processes/requirements of national organizations engaged in developing, proposing, and implementing polices.
4. Preparing sector specific policy recommendations to the government officials engaged in developing, approving/implementing business related policies. The purpose of these recommendations will in part promote ease of doing business as well as align business practices to policy intents.
5. To "influence practice and policy" through field research projects.

The programmes' objective is to provide strong inter-disciplinary character from the areas of business economics and policy related fields. Given that MS BPP combines these disciplines, they are all given proportionate weightage. To accomplish this, 12 credit hours (4 courses) are dedicated to the business core. BPP specialization courses comprise of 12 credits (4 courses) and summer course of Applied Data Analysis bearing 3 credit hrs.

The field thesis comprises of 6 credit hours.

Business Core Courses
Business core courses are designed to give students a grounding in basic management concepts

1. Financial Management and Accounting
2. Business Economics
3. Organizations and Leadership
4. Marketing Management

Specialization Courses
BPP specialization courses are designed to give students' in-depth understanding of public policy and to equip them with various skills/tools to fulfil programmes' mission of creating a sustainable value.

1. Policy Design and Delivery
2. Business and Government Relations
3. Firms, Markets and Public Policy
4. Policy Analysis and Communication

Summer Course
1. Applied Data Analysis

5.4.4. Master of Science in Financial Management (MS FMG)

The Master of Science in Financial Management (MS FMG) allow students to build a sound foundation of the core concepts in finance to ensure excellent training for entry and/or progression in finance careers. The programme is structure with core covering foundations of modern finance with an experiential learning encompassing applied thesis and industry internships to impart both theoretical and practical knowledge of finance with global as well as local context content. It aims to equip students with fundamental tools, knowledge, and expertise to deal effectively with contemporary finance issues and its' training will fill an important market void.

Objective
The purpose of the Master of Science in Financial Management is to provide the students with theoretical knowledge and practical skills to:

- Become innovative, well-informed, and excellently trained finance professionals.

- Promote financial practice innovations within the Pakistani finance industry context.
- Ensure that students have an accompanying solid understanding of other business domains.
- Prepare students for the global CFA qualification for those that seek this.

In broad terms, it will:

- Equip students with sound theoretical knowledge and applied expertise in finance to enable them to comprehend and operate within the increasing complexities and innovations taking place in the field.
- Ensure students have business knowledge and have developed analytical, mathematical, critical thinking, and applied research skills essential for engagement in the financial sector in Pakistan.
- Ensure students can pursue the CFA qualification or similar.

Specialization Goals and Objectives for MS FMG

Goal # 1: Develop understanding of financial theories, tools, and concepts within an applied setting

a. Students will demonstrate sound knowledge of finance theory and be able to analyze business situations and make decisions within a complex and fast-changing world of finance.

Goal # 2: Develop critical thinking and analytical skills

a. Students will demonstrate critical thinking skills and ability to use quantitative and qualitative tools to effectively solve business problems and conduct research.

Goal # 3: Develop entrepreneurial and innovative mindset

a. Students will be able to identify and develop business opportunities, structure innovative financial products, and create value for stakeholders and community at large.

Features

The students will be able to:

1. Have a foundational understanding of finance and be able to take account of relationships between finance and other areas of business.
2. Recommend courses of action in industrial client environments by using frameworks and models for analysing financial statements and other relevant data.
3. Quantify the relation between risk and return and applications in financial activities.
4. Choose and be proficient in applying financial tools and analytical methods to improve financial decision-making.
5. Demonstrate critical thinking skills, making intelligent connections between quantitative and qualitative tools; apply theories to properly and effectively solve problems and make decisions; as well as develop new and innovations to strategically navigate complex demands of the current and dynamic local and international environments reliant on finance expertise.
6. Understand the dynamic challenges faced by entrepreneurial ventures in securing and managing finances to support future growth and development.
7. Effectively communicate using business specific terminology in written and oral form and facilitate information flow in a variety of organizational, social, and intercultural contexts.

The programmes' objective is to provide strong inter-disciplinary character from the areas of business economics and financial related fields. Given that MS FINN combines these disciplines, they are all given proportionate weightage.

To accomplish this, 12 credit hours (4 courses) are dedicated to the business core. FMG specialization courses comprise of 12 credits (4 courses) and summer course of Applied Data Analysis bearing 3 credit hrs.

The field thesis comprises of 6 credit hours.

Business Core Courses
Business core courses are designed to give students a grounding in basic management concepts

1. Financial Statement Analysis & Value Creation
2. Business Economics
3. Organizations and Leadership
4. Marketing Management

Specialization Courses
FMG specialization courses are designed to give students' in-depth understanding of financial management and to equip them with various skills/tools to fulfil programmes' mission of creating a sustainable value.

1. Corporate Finance & Valuation
2. Investments & Portfolio Management
3. Derivatives & Fixed Income
4. Entrepreneurial Finance and Venture Capital

Summer Course
1. Applied Data Analysis

5.5. Weekend Programmes

5.5.1. Master of Science in Accounting and Analytics (MS ACTA)

The Master of Science in Accounting and Analytics provide students the skills and knowledge that engenders an advisory and strategic partner role focused on improving resource allocation and strategy implementation within organizations. The broad-based programme also enables students to engage with emerging technologies and digital transformations that connect functions and activities in organizations in new ways. In addition to core knowledge dimensions of accounting, reporting and control, that accounting and related services providers.

The programme focuses on technical and emerging issues like social responsibility, transparency, and sustainability concerns covering strategic issues on the application of cross disciplinary elements that provide a more comprehensive lens through which students will serve organizations and society.

Objective
The objective of MS ACTA programme is to impart skills to:

- Steer performance and monitor financial health, analyze data to predict trends, and effectively track and project possible futures.
- Understand how to capture, analyze, draw conclusions from data and communicate this to disparate audiences.
- Learn about new sources of digital data and their users.
- Design and build information systems for gathering business intelligence via data analytics.
- Effectively communicate accounting and wider organizational issues.

- Prepare for leadership roles in enterprises.
- Think critically about connections across discipline that has business relevance.

Specialization Goals and Objectives for MS ACTA

Goal # 1: Analyze business problems using data-intensive business and accounting information

a. Students will gain understanding of basis of business analytics and the underpinnings of emerging platforms tied to advancing digital technologies.

Goal # 2: Understanding information systems and their importance in business decisions

a. Students will be able to analyze information needs of organizations and develop appropriate automation and business intelligence solutions.

Goal # 3: Understanding frameworks and techniques to analyze financial information

a. Students will have a strategic understanding of frameworks for financial analysis using statistic and analytical tools.

Features

The MS Accounting and Analytics programme strives to react to rapid changes in diverse business environments to thoughtfully develop solutions in accounting, financial advisory and data analysis to enable enhanced enterprise decision making and leadership. Upon successful completion of the programme students will be able to:

1. Solve business problems using data-intensive business and accounting information.
2. Engage in the application of frameworks and techniques to support strategic planning and decision making.
3. Analyze information needs of organizations and develop appropriate automation and business intelligence solutions.
4. Comprehend the basis of business analytics and the underpinnings of emerging platforms tied to advancing digital technologies.
5. Have a strategic understanding of management control.
6. Effectively communicate information, findings, and conclusions through efficient synthesis of information.

Business Core Courses

Module I (August – December)

Business core courses are designed to give students a grounding in basic management concepts

1. Business Economics
2. Organizations and Leadership
3. Marketing Management

Specialization Courses

MS ACTA specialization courses are designed to give students' in-depth understanding of accounting and analytics and to equip them with ability to extract meaning from large datasets, quickly analyse trends, adapt quickly to new technologies for data capture and presentation and communicate effectively in the age of rapid transmission.

Module II (January – April)

1. Applied Financial Statement Analysis
2. Business Analytics – Foundations
3. Information Systems – Design and Security

Module III (April – August)

1. Analytics in Accounting and Control
2. Business Intelligence and Big Data Statistics
3. Applied Research and Analysis

Module IV (August – December)

1. Field Thesis

5.5.2. Master of Science in Supply Chain and Retail Management (SCRM)

The Master of Science in Supply Chain and Retail Management educate and develop students so that they can design and manage strategic, structural, and performance management elements of an organization's supply chain and retailing function.

This MS SCRM Programme develops understanding of:

- General business functions related to management of people, operations, finance, and marketing.
- A systems approach to viewing the supply chain and retailing as a whole.
- A strategic orientation toward cooperative efforts to synchronized supply chain and retailing functions for competitive advantage.
- The alignment of intra-firm and inter-firm operational and strategic capabilities into a unified whole.
- Managing the total flow of goods, services, information, and finance from the supplier to the ultimate consumer.

Objective

The objective of MS SCRM is to impart skills to:

- Strategic, tactical, and operational level aspects of supply chain and retail configuration.
- Sourcing and supply for meeting organizational objectives.
- Resource optimization throughout the stages of supply chain.
- Manage logistics, warehousing, inventory, and transportation issues.
- Demand side dynamics and their implications for production and delivery systems.
- Retail operations to enhance consumer's experience.
- General management aspects of SCRM such as managing people, operations, finance, marketing, and alignment of stakeholders.

Specialization Goals and Objectives for MS SCRM

Goal # 1: Developing insight of Supply Chain and Retail Management function

a. Students will establish deep insights of the supply chain and retail management in modern enterprises.

Goal # 2: Appreciating Modern Sourcing Strategies and Supplier Management Operations

a. Students will recognize sourcing strategies and operations relating to supplier management.

Goal # 3: Internal and External Coordination for Decision Making

a. Students will learn the significance of the internal collaborations in the organizations and external coordination in decision making process across the supply chain.

Goal # 4: Inventory, Warehousing, Distribution and Logistics Management

a. Students will understand inventory, warehousing, distribution and logistics management in supply chain and retail management.

Goal # 5: Understand the strategic fit of Supply Chain Management

a. Students will learn about the "strategic fit" of the supply chain management for competitive advantage.

Goal # 6: Develop skills to meet challenges of Supply Chains and Retailing landscapes

a. Students will develop skills to meet the challenges of changing supply chains and retailing contexts.

Features

The MS SCRM strives to give distinct combination of knowledge of supply chain and retail management. The programme is organized with the intent of enabling students to identify management issues and ensure the development of analytical skills. Strong emphasis is placed on supply chain and retailing issues in practical life and associated professions.

MS SCRM students will:

1. Establish deep insights of supply chain and retail management in modern enterprises
2. Learn the significance of the internal collaborations in the organizations and external coordination in decision making process across the supply chain
3. Understand warehousing and logistics management
4. Learn about the "strategic fit" of the supply chain management for competitive advantage
5. Recognize sourcing strategies and operations relating to supplier management
6. Develop skills to meet the challenges of changing supply chains and retailing contexts

Business Core Courses

Module I (August – December)

Business core courses are designed to give students a grounding in basic management concepts

1. Business Economics
2. Organizations and Leadership
3. Marketing Management

Specialization Courses

MS SCRM specialization courses are designed to give students' in-depth understanding of supply chain and retail management and to equip them with ability to extract meaning from large datasets, quickly analyse trends, adapt quickly to new technologies for data capture and presentation and communicate effectively in the age of rapid transmission.

Module II (January – April)

1. Financial Management and Accounting
2. Operations and Supply Chain Strategy
3. Logistics Management

Module III (April – August)

1. Supply Management
2. Retailing Strategy and Operations
3. Applied Research and Analysis

Module IV (August – December)

1. Field Thesis

5.5.3. Master of Science in Healthcare Management and Innovation (MS HMI)

The Master of Science in HealthCare Management and Innovation (MS HMI) programme aspires to prepare graduates for leadership in management positions across health care, including care delivery and financing, biotechnology, information technology, entrepreneurial endeavours, consulting, public health, and health systems management.

Objective

Creating an equitable and sustainable healthcare sector in Pakistan by educating future leaders, innovators, and disruptors

- Impacting practice of healthcare management by producing leaders, innovators, and managers.
- Connect students with worldwide opportunities in the health industry through innovative, experiential curriculum, intensive skills education, and diverse learning experiences.

Specialization Goals and Objectives for MS HMI

Goal # 1: Understanding healthcare management

a. Students will understand value chain in healthcare and its major components.
b. Students will be able to design and implement process change in healthcare sector.

Goal # 2: Understanding complexity of healthcare systems

a. Students will demonstrate understanding of key challenges and major stakeholders in health sector.
b. Students will recognize challenges of managing complex health systems.
c. Students will understand role of policies and laws in governing health sector.
d. Students will be familiar with issues of equity and sustainability in healthcare.

Goal # 3: Leading innovation in healthcare

a. Students will be able to identify opportunities for innovation in healthcare.
b. Students will demonstrate understanding of designing and implementing a healthcare innovation.
c. Students will be familiar with the steps of creating a successful venture in healthcare sector.

Features

The programme strives to achieve “achieve excellence in national and international leadership” by providing training and research opportunities in healthcare management. The mission is to advance ethical and thoughtful leadership by developing pool of experts:

1. To meet the public and non-profit sectors’ demands for a well-educated and well-trained workforce to “serve the critical needs of society”.
2. By “influencing practice and policy” in the healthcare sector through field research projects.
3. By developing entrepreneurs looking to start, build/finance and manage non-profit and for-profit start-ups in healthcare sector.

Business Core Courses

Module I (August – December)
Business core courses are designed to give students a grounding in basic management concepts

1. Business Economics
2. Organizations and Leadership
3. Marketing Management

Specialization Courses
HMI specialization courses are designed to give students' in-depth understanding of health sector and equip them with various skills/tools to fulfil programme's mission of creating a sustainable and equitable healthcare system.

Module II (January – April)
1. Financial Management and Accounting
2. Healthcare Operations Management
3. Innovation and Entrepreneurship in Healthcare

Module III (April – August)
1. Healthcare Policy, Politics and Law
2. Health Systems Management
3. Applied Data Analysis

Module IV (August – December)
1. Field Thesis

5.6. Field Thesis/ Applied/ Research Project for all MS Programmes

The students are required to use thinking and investigation skills learned in the domains of design, analysis, theory, and research to plan, conduct, and draft their field research projects under the supervision of the faculty. The students are encouraged to explore and analyse business or policy problems in their respective industry sectors for which they can develop workable solutions in six months.

The purpose of the field thesis is twofold:
a. to use skills and concepts learned in the classroom; and,
b. to stand out as capable graduates with demonstrated competence to craft workable solutions.

The school has developed field project partnerships with a wide range of organizations in public, private, and non-profit sectors. The students contact these organizations to seek possibilities of designing joint projects and will identify projects in conversation with the partner organizations to finalize their projects in consultation. Alternately, students are also encouraged to identify innovation opportunities in the sector of their choice and develop a workable business plan for their proposed intervention. The students explore their projects once they have approvals from the faculty and project agreements are signed with the partner organizations (when required).

There will be the following stages to this:

a. An initial exploration of the problems given by a partner organization or market analysis to identify innovation opportunities.
b. Shortlisting of the problems and selection of problem of interest.

c. Selection of tools: analytical, design, or strategic.
d. A brief plan of the exploration with a comment on details about data and other sources.
e. A clear research, execution, and writing plan.
f. Approval by the faculty.

The students will be required to share their monthly progress with their faculty advisor and seek their guidance.

The students will submit one page summary for the area of interest to the respective Programme Director/ Thesis Coordinator along the with updated CV (as per the approved format). The students will start initial brainstorming on the Field Thesis upon the commencement of last semester classes. Upon failing a course or not having CGPA > = 2.50, the student will not be allowed to enroll for the Field Thesis. The graduation for such students will be delayed for not meeting the minimum CGPA requirement upon closure of the last semester/module.

Upon meeting the criteria as detailed above, the students will be required to draft written reports or business plans in consultations with their academic and industry advisors based on the selected domains. They will also be required to make presentations to the faculty by the end of 5th month. The students will revise and finalize their reports in the next two weeks and make a presentation to the partner organization or potential investors with their suggestions on how to implement the solutions.

The students will be encouraged to work with the partner organizations/clients should they request them by offering adequate remunerations for assistance in implementing the solutions and evaluating them.

The best solutions crafted because of field thesis will be publicised.

Elaborative details, timelines and expected deliverables for each MS Programme field thesis will be shared by the respective MS programme Director upon the closure of the first year of the programme.

After successful completion of the Field thesis, students will be required to submit 3 hard bound copies as per approved format to Programme Coordination Office (PCO) within 15 days of announcement of the result. In case of non-compliance, the graduation will be delayed.

Students who fail to complete the Field Thesis within the established timelines will be re-enrolled for next semester/module after the approval of the respective Programme Director/Thesis Coordinator/Academic Supervisor and will be required to pay semester registration fee as per the university policy.

5.7. Programme Structure

The core and specialized elective courses for all **MS Weekday Programmes** are compulsory.

MS Courses (TME, BPP, HMI, FMG)	Credit Hours
Fall Semester (1st Year) – Core	
1. Financial Management and Accounting/ Financial Statement Analysis and Value Creation	3.0
2. Business Economics	3.0
3. Organizations and Leadership	3.0
4. Marketing Management	3.0
Total	**12.0**

Spring Semester (1st Year) - Specialized Electives				
MS TME	**MS BPP**	**MS HMI**	**MS FMG**	
Technology Entrepreneurship	Policy Design and Delivery	Health Systems Management	Corporate Finance & Valuation	3.0
Business Venture Proposal Writing	Business and Government Relations	Healthcare Policy, Politics and Law	Investments & Portfolio Management	3.0
Technology, Design and Innovation Management	Firms, Markets and Public Policy	Innovation and Entrepreneurship in Healthcare	Derivatives & Fixed Income	3.0
Technology and Operations Management	Policy Analysis and Communication	Healthcare Operations Management	Entrepreneurial Finance & Venture Capital	3.0
			Total	**12.0**
Summer Semester (1st Year) – Core				
Applied Data Analysis	Applied Data Analysis	Applied Data Analysis	Applied Data Analysis	3.0
Fall Semester (2nd Year) - Core				
Field Thesis	Field Thesis	Field Thesis	Field Thesis	6.0
			Grand Total	**33.0**

The core and specialized elective courses for all **MS Weekend Programmes** are compulsory.

MS Courses (SCRM, ACTA, HMI)				Credit Hours
Module I (AUG - DEC)				
1	Business Economics			**3.0**
2	Organizations and Leadership			**3.0**
3	Marketing Management			**3.0**
			Total	**9.0**
Module II (JAN - APR)				
	MS SCRM	**MS ACTA**	**MS HMI**	
1	Financial Management and Accounting	Applied Financial Statement Analysis	Financial Management and Accounting	**3.0**
2	Operations and Supply Chain Strategy	Business Analytics - Foundations	Innovation and Entrepreneurship in Healthcare	**3.0**
3	Logistics Management	Information Systems- Design and Security	Healthcare Operations Management	**3.0**
			Total	**9.0**
Module III (APR - AUG)				
1	Supply Management	Analytics in Accounting and Control	Health Systems Management	**3.0**
2	Retailing Strategy and Operations	Business Intelligence and Big Data Statistics	Healthcare Policy, Politics and Law	**3.0**
3	Applied Research and Analysis	Applied Research and Analysis	Applied Data Analysis	**3.0**
		Total		**9.0**
Module IV (AUG - SEP)				
1	Field Thesis	Field Thesis	Field Thesis	**6.0**
			Grand Total	**33.0**

In addition to the regular coursework, students are also required to actively participate and attend activities such as career development workshops, activities organised by SDSB, extracurricular activities organised by executive clubs and societies, review sessions conducted by the relevant faculty, sessions with the Dean, Associate Dean of Academic Programmes and the Programme Director(s), and any other projects and assignments organised by the Programme Coordination Office.

A requirement for successful completion, if any, for such activities are defined and communicated by the relevant faculty or the Programme Coordination Office.

The MS Weekday Programmes is comprised of 33-credits hrs, whereas 3 credit hour means 2400 minutes

- Full course – 28 sessions of 1.5 hours = 30 sessions (Including Midterm/ Final Exams)

The MS Weekend Programmes is comprised of 33-credits hrs, whereas 3 credit hour means 2400 minutes

- Full course – 20 sessions of 2 hours each = 20 sessions (excluding Midterm/ Final Exams)

The weekday and weekend MS Programmes meets all the HEC guidelines and requirements.

The MS students do not have the option to change/switch their programme major/specialization allocated upon admission/induction to SDSB LUMS.

5.7.1. **Official Correspondence and Communication**

The official mode of communication for MS students at the school and university level (for the resolution of queries of academic and administrative nature) is **ONLY** through email.

5.8. Student Status/ Course Load

5.8.1. Regular Semester/ Weekend Module (I & II)

Weekday/Weekend SDSB MS students will be forced enrolled for 9 -12 credit hours in a regular/weekend semester/module. It will be mandatory for the students to take courses as per their enrollment plan to maintain their active student status. The students do not have the option of the course drop or withdrawal for any of the semester/module forced enrolled courses by the MS PCO. It is responsibility of the student to check enrolment one week prior to the commencement of classes and in case of any issue duly notify MS PCO at mspcosdsb@lums.edu.pk for facilitation.

5.8.2. Summer Semester/ Weekend Module III

The weekday MS Programmes students will take the mandatory core 3 credit hrs course DISC 6501 spanning over eight weeks whereas the weekend programmes will have a regular module comprised of 4 months which will end in August.

5.8.3. Course Codes

Course Code	Course Title
ACF 5101	Financial Management and Accounting
MECO 5201	Business Economics
ORSC 5301	Organizations and Leadership
MKTG 5401	Marketing Management
DISC 6501	Applied Data Analysis
HMI 6101	Health Systems Management
HMI 6102	Healthcare Policy, Politics and Law
HMI 6201	Innovation and Entrepreneurship in Healthcare
HMI 6202	Healthcare Operations Management
TME 6101	Tech-Entrepreneurship
TME 6102	Business Venture Proposal Writing
TME 6201	Technology, Design, and Innovation Management

Course Code	Course Title
TME 6202	Technology and Operations Management
BPP 6101	Policy Design and Delivery
BPP 6102	Business and Government Relations
BPP 6103	Policy Analysis and Communication
BPP 6104	Firms, Markets and Public Policy
ACTA 6101	Applied Financial Statement Analysis
ACTA 6201	Business Analytics – Foundations
ACTA 6301	Information Systems - Design and Security
ACTA 6202	Analytics in Accounting and Control
ACTA 6302	Business Intelligence and Big Data Statistics
ACTA 6401	Applied Research and Analysis
SCRM 6101	Operations and Supply Chain Strategy
SCRM 6201	Logistics Management
SCRM 6202	Supply Management
SCRM 6301	Retailing Strategy and Operations
SCRM 6401	Applied Research and Analysis
FMG 5101	Financial Statement Analysis & Value Creation
FMG 6201	Corporate Finance & Valuation
FMG 6301	Investments & Portfolio Management
FMG 6302	Derivatives & Fixed Income
FMG 6401	Entrepreneurial Finance and Venture Capital
HMI 6901	Field Thesis (HMI)
TME 6901	Field Thesis (TME)
BPP 6901	Field Thesis (BPP)
SCRM 6901	Research Project/ Thesis
ACTA 6901	Research Project/ Thesis
FMG 6901	Research Project/ Thesis

6. MS Programme Graduation Requirements

The following policies and norms govern the MS programmes. Successful completion of the programme(s) requires adherence to these policies.

6.1. Orientation Attendance

It is **MANDATORY** for an MS student to attend all sessions for the Orientation Week, in case of non-compliance, the student would not be allowed to join the first semester/module for the MS Programme at SDSB LUMS.

6.2. 1.5 Year Programme

In order to graduate, students are required to successfully complete 27 credits of course work along with 6 credits of field thesis and maintain a GPA of 2.50 or above at the end of each semester/module and overall CGPA of 2.50 or above at the end of the first year and at the time of graduation.

The student failing to attain a CGPA of 2.50 upon the closure of the first year will be placed on academic probation for the second year and will be required to repeat course (s) with the lowest grade (s) to achieve the required CGPA to undertake the field thesis.

A student who is promoted unconditionally to the second year, and satisfactorily completes the field thesis in the second year will be graduated unconditionally. A student who is promoted on probation to the second year must meet the probation conditions to graduate. The respective MS programme committee(s) shall establish the probation conditions on a case-to-case basis.

The maximum duration to complete 1.5-year MS Programmes at SDSB is 3 years from the date of induction. If a student takes a year-off due to compelling reasons, this is included in the overall degree time period.

The students have the option to apply for deferment prior to the start of the foundation courses/orientation week and is directly processed by the admissions office. Such cases are approved on rare instances.

6.3. Promotion to Second Year

Upon successful completion of the course work having a CGPA of 2.50 or above at the end of first year, students will move to the field thesis.

6.4. Attendance policy

Class attendance is a critical component of the classroom learning and highly stressed norm at SDSB. Students are expected to attend all classes to take full advantage of the learning opportunities and to avoid missing surprise quizzes, which affects their grade in the course. Attendance is mandatory for all courses and has substantial grade reduction associated with absences as given in the course outline.

A minimum attendance of (>75 %) in a course is required to complete the course requirements. Students not meeting this requirement may be awarded with a forced **W** grade (by the school) and will be required to take the course again.

The attendance norms for each course would be determined by the teaching faculty and will be explicitly mentioned in outline holding binding for all the students enrolled in that course. The faculty has right to award negative marking in case of absences.

"W" grade (forced by the school) in any MS core or specialized elective will require the student to retake that course.

6.5. Grades

Grades are communicated to students, subject to clearance of dues and successful completion of online course and faculty evaluation forms at the end of each semester. These grades may also be communicated to the parents, guardians or sponsors of the students.

The grading for **MS core/specialized electives** for each MS Programme (s) may be graded either on **absolute or relative** grading basis subject to the **approval** of the respective **MS Programme Director/Programme Committee**.

The grading basis for **MS core courses** for the first semester **will be absolute** as detailed here:

Performance	Letter Grade	GPA Value	Absolute Marks (%)
Exceptional	A+	4.0	> = 90
Outstanding	A	4.0	82-89.99
Excellent	A-	3.7	78-81.99
Very Good	B+	3.3	74-77.99
Good	B	3.0	70-73.99
Average	B-	2.7	66-69.99
Satisfactory	C+	2.3	62-65.99
Low Pass	C	2.0	58-61.99
Marginal Pass	C-	1.7	54-57.99
Unsatisfactory	D	1.0	50-53.99
Fail	F*	0.0	< 50
Withdrawn	W**		
Incomplete	I***		
Pass	P****		
In Progress	IP*****		

*** **W** has no numeric equivalent and credit hours for withdrawn courses do not count towards the credit hours taken for the semester. It is not pertinent to mention that MS Students are not allowed to withdraw any course being a core or an elective in any semester/module. Students exceeding maximum number of allowed absences in a course will be awarded with a forced **W** grade by the school.*

**** **I** Grade: The Directed coursework grades submission deadline is within the semester absolute grading deadline. If the DCW grade is pending, the instructor can assign 'I' grade. After 6 weeks, into the next semester (Summer not counting), a reminder/warning is sent to the instructor and student for final grade submission, in case the grade is still pending. After two weeks of reminder/warning, an F grade is assigned for DCW. The semester GPA and CGPA are recomputed.*

***** **P/F** grades are assigned only for specific courses (i.e. MS Field Thesis). The Pass credits and grade are not used in the computation of GPA and the credits for the DCW are earned. Whereas a Fail grade will count negatively towards the CGPA calculation with no credit given for the course.*

****** **IP** grade is assigned in case the MS thesis is not complete and is in progress. Once the grade is finalized, the semester GPA and CGPA are recomputed*.

The grading basis for MS core courses will be done on absolute grading basis and as combine where more than one section of the core course is taught by the same faculty member.

In case of relative grading, the details are mentioned in the University's General Polices & Procedures section.

Conduction of any sort of graded evaluation during the end of semester is not allowed for the SDSB MS programmes.

For details on grading policy, please refer to Graduate Programme Policies and Regulations section.

6.6. Exemption from Penalty for Class Absence

Students may miss classes due to any emergency/extreme illness but total absences due to any of these reasons should not exceed the allowed limit, otherwise the student will be given a forced W grade. The leave petition must be submitted to Office of Student Affairs on osa@lums.edu.pk with all supporting documents on the same date/day, whose decision is informed to the concerned faculty and the student.

Please note that weddings, Umrah and Hajj should be planned keeping in view the timelines and not during the module/semester(s). The sessions missed (even approved by the OSA) will be included in 75% attendance policy. These petitions are only to account for the evaluative components missed during the period and not for attendance and the decision of the faculty on such cases is deemed final.

For any individual instrument (s) that constitute with 10% or less than 10% of the aggregate

Missed Quiz Petition: An instrument/sub-instrument of a course with 10%, or less than 10% weight, will be considered a quiz. There will be no make-up quiz for missed quizzes, whether announced or unannounced. However, in case the quiz was missed due to unavoidable circumstances (e.g. death in the immediate family), students may be awarded the average score based on the rest of his/her quizzes (adjusted for the mean and standard deviation of the missed quiz). It is at the faculty's discretion to award the student the average score based on the rest of his/her quizzes or to impose a further penalty, ranging from 0-20% of the instrument grade.

The faculty has the prerogative to mark the student an average of his/her performance in the course or take a makeup after ascertaining the circumstances of the missed instrument. In these cases, student may contact relevant faculty for necessary approval. It is the faculty's decision whether to take a makeup, assign an average or award no marks for the missed instrument based on his/her assessment.

If a student intends to participate in extracurricular activities that coincide with a quiz, he/she must seek the approval of the faculty. The faculty has the discretion to approve the request, award an average grade or impose a further penalty of 0-20%. Hence, students are strongly advised to seek prior permission from the faculty for such events.

For all cases, where instrument (s) constitutes more than 10% of the aggregate, the assessment/evaluation is made by the OSA and final decision is shared with the course faculty the student for information/implementation.

6.6.1. Absences due to prolonged illness

In case of prolonged illness, students are required to submit a Medical Certificate (MC) stating that the illness is serious enough to prohibit the student from attending the classes. Some of the diseases that qualify as serious illness include dengue, chicken/smallpox, jaundice, malaria, typhoid etc. In case student's medical leave exceeds more than 25% of the class attendance, he/she will be awarded a forced year off by the school.

Students should, preferably, obtain the Medical Certificate (MC) from the LUMS doctor. In case the LUMS doctor is not available, then other MCs may also be admissible. The MC must be submitted to Office of Student Affairs on osa@lums.edu.pk with all supporting documents on the same date/day, whose decision is informed to the concerned faculty and the student.

The extension in the submission deadline for assignment/project can be granted to the student with the permission of the relevant faculty.

6.6.2. Absences due to death in the family

If there is a death of an immediate family member (parents, children, and siblings) the student may be given absences for 3 days. If there is a death of a close relative (grandparents, uncle, aunt, cousin, nephew, or niece) the student may be given 1-day absence.

The student is required to inform Office of Student Affairs (OSA), through email osa@lums.edu.pk with all supporting documents, who will process the leave petition after seeking peer review of all submitted documents after the approval of Dean OSA.

6.7. Probation & Separation

Students who receive two "F" grades during the entire degree will be separated from the programme. All MS students must maintain a CGPA of at least 2.50 to remain in good academic standing. If a student's CGPA falls below 2.50 at the end of any given semester/module, he/she is placed on probation in the subsequent semester/module (including the summer semester/module). Such students regain good academic standing when their CGPA becomes equal to or exceeds 2.50.

During the probation period, students need to maintain a semester/module (including summer semester/module) GPA of 3.0 or higher. In case the CGPA is less than 2.50 but the semester/module GPA is equal to 3.00 or higher than the probation period is extended. Probation can be extended only once. In the extended probationary semester/module, it is mandatory for the student to maintain CGPA of 2.50. Students unable to maintain semester GPA and CGPA conditions for two consecutive semesters are separated from the programme.

6.8. Code of Conduct

It is expected that MS students at SDSB shall maintain a high degree of professionalism in terms of academic honesty, integrity and code of conduct branching out of the LUMS core values leading to the below.

1. Following a Strict 'Harassment Policy' and to accept responsibility for your actions
2. Respecting/treating fairly your faculty and fellow students regardless of any personal characteristics
3. Not to engage in any acts of cheating, inside/outside of the classroom. Please also read the university's plagiarism policy for additional clarity
4. Always remember that while studying a course, the student should never
    a) Lie to or mislead a faculty
    b) Use improperly acquired information
    c) Collaborate with others in an Unauthorized Manner
    d) Misuse Data
    e) Plagiarize
    f) Engage in Unethical Conduct in General, it may lead to a strict disciplinary action against you

6.9. Readmission

A student, separated at the end of the first semester/module/year on academic grounds, may apply to the school for readmission to the first year of the programme. The MS admissions committee may call the applicant for an interview. The committee may impose additional academic requirements in case of readmission. A student who is absent for an extended period without the permission of the Associate Dean of Academic programmes will be separated from the programme.

6.9.1. Re-admission after Separation

Students separated from MS programmes on academic grounds at any stage may be considered for readmission on the recommendation of the respective MS Programme Committee. A student is allowed to be re-admitted only once.

Readmission Conditions

Courses with grades **B-** or above may be given as credits on readmission. The respective MS Programme Committee (s) will establish the basis on a case-to-case basis.

1. All courses taken by a student at LUMS show on the transcript, even if the student has been readmitted.
2. Credit hours of courses for which credit is given on readmission count towards the graduation requirements but the course grades are not included in the calculation of CGPA.
3. Students who are separated on academic grounds and then are readmitted are placed on academic probation for the rest of their stay at LUMS. Readmission fee is applicable as per the University policy.
4. After readmission, in the first regular semester/module (Fall or Spring), the students are required to obtain a minimum semester/module GPA of 3.00. They are required to maintain a minimum CGPA of 2.50 thereafter at the end of each regular semester/module in order to continue with the programme. In case their CGPA drops below 2.50 in any semester/module subsequently, they are finally separated from the programme without any warning.
5. In case of readmission the student must finish the graduate programme within the maximum allowable time from the original date of joining LUMS.
6. Readmitted students who are subsequently finally separated from the programme on academic grounds cannot apply as fresh candidates.
7. Once a student has been separated from LUMS (at any stage) on academic grounds and has not been readmitted, s/he is allowed to apply as a fresh candidate only once.

6.10. Study Duration of Programme

The programme is structured to be completed in 1.5 academic years. Under special circumstances, a student may take up to 3 years to complete the programme. Extensions beyond the regular 1.5-year duration of the programme may be granted a year at a time and require approval by the Associate Dean of Academic Programmes on the recommendation of the respective MS Programme Director.

Period of deferment/semester/year off will be considered as part of this study duration.

6.11. Deferment

The admitted MS students at SDSB can defer admission prior to the start of foundation week only which is processed through the Admissions Office. Deferring the first (core) semester/module is not allowed.

It is assumed that deferment requests prior to the start of the foundation week are made under abnormal circumstances as any deferment decisions would automatically delay the graduation date by at least one year. The student must apply for deferment through the admissions office portal and will be notified of the decision accordingly. Students will be granted deferment only for one year given that maximum duration for the degree/programme completion is 3 years.

6.11.1. Year Off

SDSB MS students can opt for a year off from second semester/module onwards. For the approval of subject application, university's timelines are applicable. The Associate Dean of Academic Programmes will decide the conditions for the year off and for re-joining the programme (s) not exceeding the overall duration of the MS programmes (i.e. 3 years).

The design of the MS programme (s) means that such students can only re-join after one year. The Associate Dean of Academic Programmes on the recommendation of the respective MS Programme Director, after an application year off is received and an exit interview* (optional) has taken place with the student, may allow the student to re-join the programme, however certain conditions for year off and re-joining may be established for the student.

Students leaving the Programme in the second semester/module, if they re-join again at the start of the second semester/module, all their earlier grades earned in the first semester/module, and any academic probation conditions, will stay.

Students may appeal the readmission conditions mentioned in the year off decision set by the Associate Dean of Academic Programmes who will make his recommendations to the Dean of the school for a final decision. The Associate Dean of Academic Programmes and a faculty panel will interview all students at the time of the re-entry. This will be done to determine if the conditions of year off were met.

The respective MS Programme Director(s) will work with the student to ensure that MS field thesis requirements and other academic requirements for the degree are satisfactorily completed. Similarly, if the courses offered in the programmes have changed, or the design of the programme has undergone significant change, the relevant programme committee will decide on how the academic requirements of the degree are fulfilled.

An exit interview with the Associate Dean of Academic Programmes/MS Programme Director/Dean is mandatory when a student applies for a year off, after successful completion of the first semester/module of the 1.5-year programme. The details on how to create year off application is available on RO Portal.

6.11.2 Steps for Applying Year Off

- The student shall email and file a formal request to the respective Programme Director keeping MS-PCO in the loop.
- After receiving approval shall formally apply for a Year off via Zambeel.

For details regarding fee refund policies, please refer to the Finance Section under Administrative Offices.

6.12. Teaching Assistantship

Teaching Assistantship (TA) position consists of a monthly stipend and requires full-time student status. Teaching Assistantships may be full-time/part-time. SDSB wants to encourage their MS 1.5-year students who have passed their course work to apply for the position of TA (s). Students undertaking academic field thesis during the second year of the MS programme having a CGPA > = 3.30 are eligible for TA-ship. The number of available TA positions in a particular year depends on curriculum needs of the school.

6.13. Work Restrictions

Full-time graduate students are not allowed to work more than 20 hours per week.

6.14. Course Audit Policy

MS students may choose to officially audit courses offered across the university during the second semester/module of the programme. For auditing a course, students are required to submit a Course Audit form to the offering department a month before the start of the semester/module. In addition to the general course audit policies mentioned in the handbook, MS students will incur a 20% (per credit hour) fee for auditing any course beyond 33 credit hours of the MS programme. The credit hour fee will be charged at the standardized per credit hour rate for graduate students. This rate applies for both undergraduate of graduate elective courses that students choose to enroll in. For students on Financial Aid, any additional course credits beyond the 33 programme credits will not be covered under the financial aid policy.

Course auditing implies that students can sit through classes but are not eligible to participate actively in class discussions and assignments, nor can they take midterm and/or final examinations. No grade shall be assigned to the student. For further details regarding course audit, please refer to the general graduate programme policies section.

6.15. Transfer Policy

There is no provision for transferring credits from MS SDSB Programmes to other Schools at LUMS.

Additionally, transfer of credits or migration from another programme to the LUMS MS Programme is not allowed. All admitted students regardless of having an advanced degree will begin the programme as a first-year student. Since the programme structure is fixed, transfer of credits or migration between schools is not possible.

Useful Contacts		
Name	**Designation**	**Email ID**
Dr Alnoor Bhimani	Honorary Dean, SDSB	a.bhimani@lums.edu.pk
Dr Syed Aun Raza Rizvi	Associate Dean of Academic Programmes	aun.raza@lums.edu.pk
Dr Hassan Rauf Chaudhry	HMI Programme Director	hassan.rauf@lums.edu.pk
Ms Sarah Pervez	TME Programme Director	sarah.pervez@lums.edu.pk
Dr Anjum Fayyaz	BPP Programme Director	anjum.fayyaz@lums.edu.pk
Dr Omair Haroon	ACTA Programme Director	omair.haroon@lums.edu.pk
Dr Syed Kumail Abbas Rizvi	FMG Programme Director	kumail.rizvi@lums.edu.pk
Dr Muhammad Shakeel Sadiq Jajja	SCRM Programme Director	sssj@lums.edu.pk
MS PCO SDSB	MS Programmes	mspcosdsb@lums.edu.pk

7. SDSB Common Policies for MBA, MS and EMBA Students

7.1. Student Evaluation and Feedback

Since the emphasis of the programme is on self-development, students are expected to continuously monitor their own performance. The faculty also provides regular feedback to the students through formal and informal channels.

The faculty, using a combination of the following instruments, formally evaluates students:

- Class participation (CP)
- Written analyses of cases
- Individual/group projects and presentations
- Quizzes, assignments, tests, and examinations
- Short Essays (applicable to MS Students)

At the beginning of each course, the faculty identifies the instruments that will be used to assess the student's performance and the weights assigned to different grading components.

7.2. Course/Faculty Evaluation

At the end of each semester or on the completion of a course, each student is asked to fill course and faculty evaluation forms. The forms should be filled out with great care as they help to improve the quality of courses offered and the programme.

7.3. Examination Policy

Most courses have a midterm and/or final examinations. Schedules of the exams and seating plans are made by the PCO. The normal duration of an exam can be up to 4 hours, but the exact duration of an exam is decided by the faculty member. Exams start and end at the exact time announced in the schedule and no extension in the time is given. Faculty members are present to make important announcements or respond to exam specific queries.

Following are the guidelines which students should follow:

1. Students should be seated prior to the start of the exam.
2. Students must pay close attention to and follow the instructions of the invigilator. Disobeying invigilator's instructions or misbehaving with them is taken very seriously. This is considered a disciplinary offence and has serious consequences.
3. In case of any medical issue, students should inform the invigilators at the beginning of the exam.
4. Students may take a prayer or restroom break during an exam. The duration of the break should be kept to a minimum. Additional time for the exam will not be given.
5. Cross-talking is strictly prohibited during the exam.
6. Students may bring bottled water inside the exam venue. Otherwise, eating and drinking is not allowed in the auditoriums.
7. Students are required to submit answer sheets, exam papers and other materials such as cases before they leave.
8. Communication and electronic devices are not allowed inside the exam venue.
9. Requests for any special requirement (in case of prolonged illness, disability etc.) should be submitted in writing to PCO on a timely basis.

Students have the right to view their graded quizzes, WACs, assignments, midterm/final exam papers, within two weeks of the announcement of grades.

7.4. Make-up Examination Policy

Students are required to take examinations as scheduled. Absence from examinations is permissible only in extreme situations beyond the control of the student.

An instrument/ sub instrument of a course with greater than 10% weight will be considered an examination. (For MS Students)

Serious illness of the student or death in the immediate family is regarded as a legitimate reason for scheduling a make-up exam. Other reasons may include extracurricular activities (where the student is officially representing LUMS), visa cases (for higher studies, conference travel, research meetings) and other emergencies. Even in an emergency, the student or someone on his behalf must inform the PCO or the relevant faculty before the exam is held.

Students may petition to the Programme Director for a make-up examination. The exemption is strictly granted on a case-by-case basis and is only provided to students who meet the above-mentioned criteria. Acceptability of the petition and the terms and conditions of the make-up examination shall be on the approval of the Programme Director.

For details on make-up examination policy, please refer to Graduate Programme Policies and Regulations section.

7.5. SDSB student Support Systems

The process of learning at SDSB-LUMS may not always be smooth, and some students might face some difficulties. For this purpose, a comprehensive student support system has been designed.

7.6. Faculty and Staff Support

SDSB-LUMS faculty and staff are committed to helping students with their problems. All faculty members have regular office hours to meet students. If students wish to meet faculty outside of office hours, they need to make an appointment. The faculty and staff can also be contacted through email.

The SDSB Administrative staff also provides students invaluable support throughout the two-year cycle. Students may also, without hesitation, approach the Programme Director, Associate Dean Academics, Dean, and the Vice Chancellor for resolution of any issues hampering their academic performance during the course of study.

7.7. Student Class Representatives

Each class elects its own student representative. In the first term at SDSB, students elect class representatives from a list provided by PCO. This list is based on the admission merit of the students.

The elected class representative will represent the class for the entire duration of the programme, however if the representative gets an academic probation or leaves the programme, then a new representative will be elected.

7.8. Programme Coordination Office (PCO)

The Programme Coordination Office (PCO) handles all academic activities of students, providing coordination and support wherever necessary. These include curriculum, faculty evaluation, facilities and

associated activities in the library and the Office of the Registrar. This office also manages scheduling of courses for the semester, course packs, and distribution of weekly schedules to students.

7.9. SDSB Placement Office

Executive MBA

The Placement Office is responsible to take EMBA Participants through professional development activities and provide placement support during the course of the programme. Since participants have unique academic and experiential backgrounds, we tailor our support in accordance with their candidature and expectations. All participants enter the programme with their own set of aims, objectives and ambitions, we encourage participants to share these promptly so that the Office prepares a roadmap and proceeds accordingly. Some participants desire functional advancement within their current organizations, some want to explore new options available for functional/industry change and others just aspire to grow their network and unlock business opportunities.

We aim to increase the interaction of participants with the industry professionals for knowledge sharing, network building for future opportunities and improve employability for placements. Our Office provides guidance related to job market insights, recruitment trends and industry expectations while carrying the LUMS brand.

First step is to register with us on www.connect.lums.edu.pk through the student account to build a profile and resume which will be accessible to the recruiters in our database. Resume/Linkedin Profile Building Workshops, Profile Interviews, 1-on-1 Networking Sessions with Industry Leaders & Relevant Faculty, Alumni Sessions, Networking Nights, and meet ups with companies invited on campus will all follow till graduation.

The peak recruitment cycle begins from January to June each year. The Office extends support to EMBA participants in connecting with its seasoned recruiting partners during this period. EMBA Participants are strongly encouraged to go through the professional development activities in the first year to benefit from the placement support in the second year.

MBA

Our MBA graduates are recruited by leading organizations in Pakistan and internationally, while many opt to launch entrepreneurial ventures of their own.

SDSB Placement Office (SPO) facilitates company recruitment processes and aims to develop the various programme participants according to their career aspirations with the core objective of developing a focused recruitment strategy and extending services of career counseling to SDSB graduates.

Consulting activities comprise special mentoring sessions with alumni, guest speaker sessions with personnel of top companies, mock interviews, resume writing workshops, sector-wise networking nights, company presentations and other activities. These activities facilitate in developing soft skills amongst the graduates ensuring that they are sought after highly qualified candidates for prospective employers and organizations.

MS Programmes

The SDSB Placement Office will provide a case-based support for the recruitment of MS graduates. It adopts a segmented sector-based strategy to facilitate interested individuals in their career aspirations. Their dedicated recruitment executives work closely with them in line with their functional and industry preferences for better and more productive career fits. The recruitment cycle begins from September to

December each year. During this period, the Office extends extensive support to recruiting partners and graduates.

The office employs various channels to better address MS hiring needs including a dedicated website, online vacancy announcements, campus drives, alumni meetings and more.

The MS Students must register via website www.connect.lums.edu.pk through their student account to build profile and resume which will be accessible to the recruiters in their database.

Feel free to get in touch with SPO Team for further information.
Anique Jamil anique.jamil@lums.edu.pk
Mahwish Khalil on mahwish.khalil@lums.edu.pk
Affan Rauf on affanrauf@lums.edu.pk

7.10. Communications Office

The SDSB Communications Office is a multifunctional professional office which is responsible for strategically managing and seizing opportunities that will enhance the profile and reputation of the business school. It communicates with SDSB's many different audiences in order to build purposeful relationships internally, locally, nationally and internationally. The Communications department works on SDSB marketing & communication, provides creative services; maintains international partnerships; enhances public relations; and positions and enhances SDSB through digital media and publications.

Communications also looks after the Graduate Clubs and Societies. The executive clubs and societies provide a platform for students to enrich their equally important non-academic skills and connect with the corporate fraternity and the market at large. Albeit voluntary, the club and society positions entail full-time responsibility by the students and serve as administrative jobs for them. The students may participate in activities and events organised by the executive clubs and societies.

The clubs and societies are run and managed by the elected students from MBA first and second years, under the guidance and supervision of the Communications Office and designated Faculty Patrons. These groups are also open for participation from the Undergraduate students from various other schools of LUMS apart from MBA, MS and EMBA.

Following are the Graduate Executive Clubs and Societies:

a. LUMS Business Review
b. LUMS Entrepreneurship Executive Club
c. LUMS Finance Executive Club
d. LUMS Global Management Executive Club
e. LUMS HR Executive Club
f. LUMS MBA Leadership Society
g. LUMS MBA Marketing Club
h. LUMS MBA Music Society
i. LUMS MBA Sports Society
j. LUMS MBA Tech Club
k. LUMS MBA Women in Business
l. LUMS Sales Club
m. LUMS Supply Chain Management Executive Club
n. LUMS Toastmasters Executive Club

Elections of the clubs and societies take place in the first semester for the first year while the second year appoints leadership roles for the next year to their successors as they graduate. Each club and society are responsible for creating the programme and agenda of their respective events as well as to raise funds for their flagship events. When a student brings sponsorship for the club and society, he/she is also required to follow through with the sponsoring organisation to make sure that LUMS (their club/society) has received the amount in cash/cheque. Before starting a new club or society, the students must create a conceptual paper and then seek the approval of the MBA Programme Director and have a Faculty Patron appointed for their club or society. For MS students, the students must create an idea and then seek the recommendation of the Associate Dean of Academic Programmes and have a Faculty Patron appointed for their club or society. Prior permission of the relevant Faculty Patron and Communications Office is needed before inviting guests and visitors for any and all events at LUMS. It is the responsibility of all students to ensure that their guests and visitors observe LUMS rules and norms and keep their Faculty Patron and the Communications Office involved throughout. The details and timelines of all events which a society holds within the 1.5/2 years must be shared with the Communications Office well before the event for proper execution. All extra-curricular activities are coordinated through the Communications Office. Please connect with the SDSB Communications office for the most updated information required to establish a new society or revive an existing society.

In most cases, there will not be a need to establish a new club or society, and any new initiative may be included in the existing Clubs and Societies. In this way, the students may work in cross-functional groups to achieve their goals.

7.11. Faculty Advisors

Each student is assigned a faculty mentor that would facilitate them in dealing with the administrative matters and adjusting to life at LUMS in general. The role of the faculty mentor covers the following aspects:

- To help students address issues related to their academic performance.
- To encourage and facilitate students on getting feedback on academic performance.
- To advise students on how to develop good working relations with other students and faculty.
- To make students understand and appreciate their responsibilities as students and as part of LUMS community.
- To conduct debriefing sessions.
- To advise students on selecting undergraduate courses in the second year.
- To advise students on how to plan for their careers.
- To evaluate internship reports (not applicable to MS Students).

7.12. Student Counsellor

The counselling and psychological services at LUMS are provided by an experienced Chartered Clinical Psychologist. The Counselling service is especially sensitive to issues of diversity and their influence on student adjustment, identity, and growth.

The Student Counselling Services at LUMS offers free confidential counselling to currently enrolled students. A student can seek counselling for a variety of concerns. Examples of these concerns can be anxiety, tension, depression, academic difficulties, grief, relationship difficulties or stress.

The role of the counsellor is to provide a collaborative, engaging, safe, non-judgemental, and confidential relationship. Safety of students and others is a primary ethical obligation during counselling. Furthermore, stress management techniques and relaxation training are offered to deal with anxiety and stress.

Any information discussed with the counsellor is strictly confidential and separate from academic records. No information will be released to anyone without written consent of the student involved.

7.13. Handling Grievances

In attempting to professionally resolve any student grievance, it is the obligation of the student to first make a serious effort to resolve the matter with the individual with whom the grievance originated.

For example, in the case of a grade related grievance, the student should first talk to the faculty member concerned. The faculty retains primary responsibility for assigning grades. The faculty's judgment is final unless compelling evidence proves otherwise. In the case of non-resolution, the proper channel to follow is the faculty advisor, then the Programme Director, Associate Dean of Academic Programmes and finally the Dean. A grade review can also result in a grade reduction.

In case of any other grievance, the student is advised to get in touch with the faculty mentor. If the student feels that her or his concern has not been addressed, then she or he may approach the Programme Director and Associate Dean of Academic Programmes. The Dean may also be consulted in case the grievance is not settled at an earlier stage.

7.14. Learning Management System

Learning Management System provides a convenient online environment for student-faculty collaboration. Features include assignment management, course material upload, course websites, online discussions, as well as the ability to hold online quizzes and to grade them. For further information, please visit https://lms.lums.edu.pk

7.15. Zambeel

Zambeel is the official student information system at LUMS. It provides students with their profiles, course details, course registration, academic history, grading and advisement processes. To access the application, visit the link https://zambeel.lums.edu.pk

Mushtaq Ahmad Gurmani

School of Humanities & Social Sciences

(MGSHSS)

MUSHTAQ AHMAD GURMANI SCHOOL OF HUMANITIES AND SOCIAL SCIENCES

Dean's Message

Welcome to the Mushtaq Ahmad Gurmani School for Humanities and Social Sciences (MGSHSS) at LUMS. We are delighted that you have chosen to pursue the MS Economics programme, housed at the Chaudhry Nazar Muhammad Department of Economics.

The Economics Department at the Lahore University of Management Sciences is a growing and vibrant department that provides students an opportunity to obtain an in-depth understanding of economic theory and its varied applications in the real world. The Department is one of the largest in the country with 21 full time PhDs making it a recognized national and regional centre of high-quality teaching and research. The research interests of our faculty span a range of sub-fields, which include macro and monetary economics, growth, experimental game theory, finance, applied econometrics, trade, economics of environment, education and migration and political economy. The high quality of our faculty reflects in the excellent standard and reputation of our academic programmes.

The MS degree in Economics is a rigorous and challenging programme aimed at training students in both theoretical and applied economics. Students in the programme are exposed to new ideas in economics and are made familiar with the frontier of economic research. The programme has two tracks – a 2.5-year track for students without the required undergraduate training and a 1.5-year programme for those who have an undergraduate degree in economics from a recognized University. Our graduates in the past have been placed in top jobs in academia, government, and the private sector. Many of our graduates have also gone on to successfully finish their PhDs from highly ranked universities in the US and the UK.

We welcome you to the MGSHSS family and are confident that you will find these years amongst the most intellectually stimulating of your academic journey.

Dr Ali Khan

Dean

Mushtaq Ahmad Gurmani School of Humanities and Social Sciences

1. Graduate Programme Policies

The Mushtaq Ahmad Gurmani School of Humanities & Social Sciences offers two track MS Economics programme under the auspices of the Department of Economics.

Various administrative offices all over LUMS assist graduate students in their academic pursuits. However, each student is ultimately responsible for understanding and complying with all the information, policies, procedures, and deadlines listed in this handbook. Each student is also responsible for meeting all course, credit, and GPA requirements for graduation. These policies may be modified periodically to keep up with global trends and best practices.

1.1 Departmental Graduate Programme Committee (DGPC)

The Graduate Programme Committee of the Department of Economics is constituted by the Department Chair at the beginning of each academic year for a period of one year. The DGPC, chaired by the Graduate Programme Director, oversees the programme and implements its policies and procedures; including all admission decisions to the programme, monitoring student progress, with the coordination of the Office of the Registrar taking appropriate actions such as placing a student on probation, terminating them from the programme and re-admitting students separated from the programme. DGPC is expected to review all policies and procedures of the MGSHSS Economics graduate programme continuously and recommend necessary changes.

1.2 Graduate Programme Director (GPD)

The Department Chair appoints one faculty member who serves as a dedicated Graduate Programme Director (GPD). The GPD is responsible for administering all aspects of graduate programme offered by the Department of Economics. The GPD convenes the meetings of the DGPC from time to time to oversee the graduate programme. The GPD advises all graduate students on course selection and other academic matters. Other graduate student matters including complaints and grievances and further processing of graduate student forms are also handled by the GPD. The GPD also assigns a separate MS thesis committee to all thesis students keeping in view research interests of faculty and students.

1.3 Routing Process for Graduate Forms

Graduate students are required to file several forms pertaining to various routine as well as unexpected academic issues throughout the duration of their programme. The list of forms relevant to graduate students is available at http://portal.lums.edu.pk/RegistrarOffice/default.aspx.

2. MS Economics Programme

The Department of Economics at LUMS offers 1.5 and 2.5-year track MS Economics programmes after 16 years of education. The MS Economics 1.5-year track programme is designed for those who have sufficient background in economics at the undergraduate level. The MS Economics 2.5-year track programme is designed for those who have a strong ability but have no prior background in economics or have deficiencies in economics, mathematics, statistics or econometrics. There is a minimum CGPA requirement of **2.5** for continuation in both forms of the MS Economics degree programme.

2.1 Requirements of the MS Economics Degree

2.1.1. MS Economics 1.5-Year Programme

The MS Economics 1.5-year programme extends from three to four semesters, including the summer semester. Both the thesis and non-thesis options are available to students. Students can take 12 credits each in the first and the second semesters. MS students with thesis are required to register in the third and fourth semesters by taking 3 credits in each semester. Students on financial aid or others who do not want to register in summer may take thesis credits in subsequent fall and spring semesters. MS students without thesis are required to take 8 credits worth of elective courses in the third semester to complete the degree requirements. MS Economics 1.5–year track students may take additional electives as part of their coursework and therefore exceed 30 credit hours following approval by the Graduate Programme Director.

The maximum duration to complete the MS Economics 1.5-year programme requirements is 3 years.

The degree progression guide for MS Economics 1.5-year programme is provided below.

Requirements for the MS Economics 1.5-Year Programme

MS Economics with thesis:	
First Semester, Fall	
ECON 511 Microeconomic Analysis	4 credits
ECON 531 Econometrics & Research Methodology–1	4 credits
ECON 536 Topics in Mathematical Methods for Economists	4 credits
Second Semester, Spring	
ECON 521 Macroeconomic Analysis	4 credits
ECON 532 Econometrics & Research Methodology–2	4 credits
Elective 1	4 credits
Third Semester, Summer or Fall	
MS Thesis	3 credits
Fourth Semester, Fall or Spring	
MS Thesis	3 credits
Total	30 credits

MS Economics without thesis:	
First Semester, Fall	
ECON 511 Microeconomic Analysis	4 credits
ECON 531 Econometrics & Research Methodology – 1	4 credits
ECON 536 Topics in Mathematical Methods for Economists	4 credits
Second Semester, Spring	
ECON 521 Macroeconomic Analysis	4 credits
ECON 532 Econometrics & Research Methodology– 2	4 credits
Elective 1	4 credits
Third Semester, Fall	
Elective 2	4 credits
Elective 3	4 credits
Total	32 credits

Note: As per current HEC policy, to qualify for equivalency to MPhil, it is mandatory that a student opts for the Thesis option.

2.1.2. MS Economics 2.5-Year Programme

The MS Economics 2.5-year students are required to complete 28 credits at the undergraduate level in year one. Other conditions are the same as the MS Economics 1.5-year programme. The degree progression guide is provided below.

Requirements for MS Economics 2.5-year Programme – Year 1:	
First Semester, Fall	
ECON 111 Principles of Microeconomics	4 credits
ECON 121 Principles of Macroeconomics	4 credits
ECON 230 Statistics and Data Analysis	4 credits
ECON 262 Mathematics Applications in Economics	4 credits
Second Semester, Spring	
ECON 211 Intermediate Microeconomics	4 credits
ECON 221 Intermediate Macroeconomics	4 credits
ECON 330 Econometrics	4 credits
Total	28 credits

In year 2, MS Economics 2.5-year students are required to complete 30-32 credits of course work specified for MS Economics 1.5-year programme.

For MS Economics 2.5-year track students who have previously taken and passed Principles of Microeconomics and Principles of Macroeconomics during their undergraduate degree with at least B grade or above may be allowed to take two courses from mathematics or computer science departments in its place. The list of courses from Mathematics and Computer Science Departments that will be open to such students will be decided by the Department.

2.1.3. MS Economics Thesis

The MS Thesis research counts towards 6 credit hours and must be taken in two semesters. In the first semester of enrollment in MS Thesis, the student must submit a proposal to the Graduate Programme

Director for assigning of a three-member MS Thesis Committee by DGPC, followed by a proposal defense seminar before the end of the first semester of enrollment in MS Thesis.

In the second semester of enrollment in MS Thesis (which may not necessarily be the penultimate semester), the student must submit a written thesis document. The student must also defend the thesis in a public defense. Date of thesis defense must be decided by student and endorsed by his/her thesis committee members. The date, time and venue of defense are announced one week in advance. The MS Thesis Committee must attend the defense and unanimously agree that the student has passed. Students are encouraged to complete all requirements of the MS Thesis (written thesis as well as public defense) by end of the second semester of thesis enrollment. The written thesis document must comply with the approved thesis format of the MGSHSS. If thesis is not submitted in the second semester of thesis enrollment, the student must submit a progress report to the committee members and defend it successfully.

MS Thesis is graded as Pass or Fail. Students who fail to meet the minimum pass threshold must take two elective courses of 3-4 credit hours each to fulfil the MS Economics degree requirements.

Students who are unable to successfully complete their thesis research by the stipulated time would be required to register in subsequent semesters by paying relevant fees to LUMS until the graduation requirements are met, within the defined degree programme tenure.

2.1.3.1. MS Thesis Supervisor

Prior to registering for the MS Thesis, a student must first identify a faculty member willing to supervise his/her thesis research. The thesis supervisor is a faculty member associated with the research area most relevant to the students' research interest. The supervisor will supervise the student's thesis work. Thesis students must meet with their thesis supervisors at least once a week or as mutually agreed by the supervisor and the student. The thesis supervisor has the primary responsibility to mentor and advise the student throughout his/her research as well as to provide general advice and support in other administrative, academic and career related matters.

2.1.3.2. Forming a MS Thesis Committee

Under the guidance of thesis supervisor, a student will prepare a detailed thesis research proposal in first part of MS thesis and submit it to the Graduate Programme Director by the due date set by him/her. The Graduate Programme Director will convene a meeting of the DGPC, which will review the proposal and assign a three-member MS Thesis Committee consisting of a supervisor (chair) and two committee members. The DGPC will assign the committee well before the end of the student's first semester of thesis enrollment. The chair of the thesis committee has the responsibility to organize a proposal defense seminar of his/her student before the end of first part of MS thesis.

MS Thesis Committee will give comments and recommend In Progress (IP) grade and enrollment in all subsequent semesters. Poor performance in proposal defense, based on assessment of MS Thesis Committee, may lead to an F-grade in thesis and cancellation of thesis registration. Such students would be required to register in two elective courses in lieu of thesis.

The chair of the thesis committee has the responsibility to organize a public seminar/defense that includes members of thesis committee as well as other interested individuals to evaluate the thesis for its pass or

fail status. The MS Thesis Committee must attend the defense and unanimously agree that the student has passed.

MS thesis students who fail to meet the minimum threshold of the research are required to take two elective courses of three or four credits each in lieu of thesis to meet the MS degree requirements. The committee will communicate its decision within one week of the thesis defense.

2.1.3.3. Thesis Registration and Grade

- Students should file the relevant form before the registration deadline of the first and later semesters in which the student intends to register for thesis. The relevant forms can be accessed at: http://portal.lums.edu.pk/default.aspx.
- First part of MS thesis is displayed as zero credit course in which IP grade is assigned on successful completion. Student will be charged 3 credit hours' tuition fee. The student is enrolled in second part of MS Thesis in the following semester. On the transcript, 6 credit hours are printed for MS Thesis (Second part) and a 3 credit hours' tuition fee is charged.
- If a student chooses not to appear in the thesis defense in second part of MS thesis and continues to work on the thesis in additional semesters, he/she would be allowed to complete the thesis requirements in the upcoming semester(s) within the maximum time limit specified for the Graduate Programme. University will only charge the semester registration fee. MS Thesis Committee will review progress and assign IP or F grade in the thesis during this period.
- Once the second part of the MS Thesis is completed and MS Thesis final document is submitted according to the requirement(s) specified by School DGPC, the final attained grade is assigned. The same is visible on the transcript.
- Student who initially enrolled in MS thesis but later choose to opt out of MS Thesis to adopt the "non-thesis" option, must take two additional graduate-level courses totalling 6-8 credit hours.
- A failing grade in MS Thesis is converted to W in case the student opts for non-thesis option. W grade does not affect the CGPA.
- A Pass grade contributes towards the earned credits but does not count towards the CGPA. Whereas F grade does not count towards earned credits but negatively affects the CGPA.

Note: As per HEC policy, to qualify for equivalency to MPhil, it is mandatory that a student opts for the Thesis option. Also, in compliance to HEC directive, final document of the thesis will be forwarded to LUMS library for plagiarism check. On finding that the contents are satisfactory, the Library will issue a plagiarism certificate, which is handed over to Office of the Registrar for record.

2.1.4. Academic Progress Time Limits

All MS Economics 1.5-year students are expected to complete their programme's degree requirements within 3 years of admission. Students enrolled in MS Economics 2.5-year programme are expected to complete their degree requirement within 4 years of admission.

2.2 Graduation Requirements

2.2.1 1.5 Year Programme

In order to graduate, students are required to successfully complete either 30-32 credits of course work or complete 24 credits of course work and a 6-credit Masters Thesis; successfully complete all the core courses; and maintain a CGPA of 2.50 at the end of each semester, and at the time of graduation.

2.2.2 2.5 Year Programme

To graduate, students are required to successfully complete 28 credits at the undergraduate level in year one; successfully complete either 30-32 credits of course work or complete 24 credits of course work and a 6-credit Masters thesis in year two; successfully complete all the core courses required in year one & year two; and maintain a CGPA of 2.50 at the end of each semester and at the end of each year. If the CGPA falls below the stated minimum threshold in any semester, the student will be separated from the programme.

Through their self-service in Zambeel, the students may submit Graduation Audit Form (GAF) request in order to apply for convocation.

2.3 Separation and Readmission

2.3.1 Separation from the Programme

Students who receive an **F** grade in a core course will be separated from the programme. All MS Economics students must also maintain a CGPA of at least 2.50 at the end of each semester and at the end of the programme to remain in good academic standing. If a student's CGPA falls below 2.50 at the end of any given semester, he/she will be separated from the programme.

2.3.2 Re-admission after Separation

Students separated from the MS Economics programme may be considered for readmission on the recommendation of the DGPC and that they have a genuine reason for obtaining a low CGPA. A student is allowed to be re-admitted only once. The readmission conditions of such students will be determined by the DGPC. On readmission, courses with B- grade and above will be given as credits in the 1.5-year programme and C+ and above in the 2.5-year programme.

2.5-year programme students separated in the first semester of the second year are given credit for the courses taken in the first year i.e. the courses and grades taken in the first year will remain intact at the time of readmission.

All courses taken by a student at LUMS will show on the transcript, even if the student has been readmitted. In case of readmission the student must finish the graduate programme within the maximum allowable time from the original date of joining LUMS.

2.4 Teaching Assistantship

A Teaching Assistantship (TA) position consists of a monthly stipend and requires full-time student status. Teaching Assistantships may be full-time/part-time. The Department of Economics gives first preference to MS Economics 1.5-year students in selection of TA(s). The number of available TA positions in a particular year depends on curriculum needs of the Department. TAs are selected based on their academic performance. To apply for the TA award, the student should contact the TA coordinator of the Department of Economics before the start of the semester.

2.5 Work Restrictions

Full-time graduate students are not allowed to work more than 20 hours per week.

2.6 Grievance Resolution

Graduate students unsatisfied with a certain process, activity, decision or behaviour are encouraged to bring it to the attention of GPD or DGPC. If the issue still persists or if there is a conflict of interest, the

student should then consult the Department Chair, and if necessary, the Dean. The decision of the Dean is considered final.

Useful Contacts			
Designation	**Name**	**Email ID**	**Extension**
Associate Professor and Graduate Programme Director	Dr. Kashif Z. Malik	kashif.malik@lums.edu.pk	8050
Associate Professor and Department Chair	Dr. Syed Ali Hasanain	hasanain@lums.edu.pk	8464
Associate Professor and TA Coordinator	Dr. Mushtaq Khan	mushtaq@lums.edu.pk	8078
Senior Programme Coordinator	Mohammad Jamshaid Iqbal	jamshaid.iqbal@lums.edu.pk	8071

Syed Babar Ali

School of Science & Engineering

(SBASSE)

SYED BABAR ALI SCHOOL OF SCIENCE AND ENGINEERING

Dean's Message

We are delighted that you have chosen to pursue your graduate studies at the Syed Babar Ali School of Science and Engineering (SBASSE) at LUMS.

The SBASSE has a special place in my heart. I joined this School twelve years ago when the School was being built at LUMS. I chose to work here because I thought we could make a difference. With the years, my own belief in the goodness of science and how we can impact the society, has grown.

The graduate programme in science and engineering at LUMS is poised to make an impact.

Even though the largest part of our student population comprises undergraduates, our deepest impact would truly be made by the research that emanates from the work of the graduate (Masters and PhD) students who are indeed the prime movers of our research mission.

The SBASSE currently offers MS degrees in six majors: Biology, Chemistry, Computer Science, Electrical Engineering, Mathematics and Physics. Each programme comprises of 30 credit hours, spreading over core and specialized courses. One of the distinguishing traits of our Masters programme is the focus on fundamentals. We believe that the undergraduates prepared by most of our esteemed institutions in the country require further sharpening of skills and consolidation of their understanding of fundamental principles of the subject. Hence the SBASSE Masters programme serves as a watershed in their careers where the students are glided through a condensed refresher through the basics of their subjects, followed by invitation to work on rigorous and interesting research problems, while being intimately mentored by our world-class Faculty.

Many of our MS students are employed as full-time professionals or are seasoned teachers positioned in colleges and universities across the country. The programme, therefore, aims to enhancing the students' vision of the subject, and providing them distinct examples of creative, exemplary, and inspiring teaching, an attitude they can emulate or benchmark for themselves as they revert to their teaching professions.

Research dissertations are mostly optional. In many cases, Masters research does become a springboard for doctoral studies; while in other cases, the rigour of our taught coursework prepares our graduates to become inspiring and highly qualified teachers themselves.

The PhD programme at SBASSE also spans the same six disciplines as mentioned above. The PhD programme is our faculty's most cherished resource and prized possession. It provides Faculty a chance to ride the wave of discovery and unleash their penchant for invention. The PhD students participate in their ride with them. They discover together, invent together, explore together.

Our Faculty's research interests lie in diverse areas, ranging from probing the cosmological grandeur of our universe to the discovery of new vaccines and drugs to ameliorate human suffering; from studying the mechanics of sports to the preservation of our cultural heritage, and from the making of wearable medical diagnostic implements to investigating how petroleum seeps through rocks. Research in SBASSE straddles

across Departments and in many cases, has a multi-faceted, inter-disciplinary flavour; with many a time, insights from the social and economic aspects also shaping the course of our scientific investigations.

The Centres at LUMS, particularly the Center for Water Informatics, the LUMS Energy Institute, the National Centre in Big Data and Cloud Computing, the Technology for Peoples Initiative and several clusters in drug discovery, advanced materials, informatics, health, development, quantum technologies, sustainability, data and pure mathematics, to name just a few, are in fact multi-disciplinary institutions in their own right, providing the impetus and resources for solving grand challenges of our times.

The SBASSE LUMS provides a conducive research culture to our graduate students enabling a dedicated focus towards the research endeavour, while we at the School, strive to take care of provisioning them with the supplies, materials and equipment. Our PhD students enjoy a rich research infrastructure powered by central research laboratories, a Makerspace, fully equipped workshops, disciplinary research wings and state-of-the-art research instrumentation. The Instrument Cell I recently established helps to repair or build new equipment.

PhD students are encouraged to travel internationally to share their research with their peers worldwide, can write grants and can also compete for the competitive Syed Babar Ali Research Awards which provide extra support for research. Additionally, all PhD students are provided support for their competing needs and can avail the excellent on-campus housing facilities. Mothers who wish to become graduate students can also avail childcare support.

I hope you will recognize that the PhD programme is also fully funded for four years, as LUMS pays for the tuition fee and all students receive a monthly scholarship. The average completion time for a standard PhD degree at LUMS currently stands at around 5 years.

At LUMS SBASSE, we are different because we care for our PhD students, whom we believe give away chunks of their lives for higher learning and for seeking knowledge, which some envisage as seeking the truth—the truth which in many ways liberates us from mediocrity.

Lastly, at SBASSE, we think bigger and do not settle with what we have but strive to discover the unknown and tread the path not taken before. We are never content with what we have and yearn for more, creating new destinations as we go along.

تُو رہ نوردِ شوق ہے، منزل نہ کر قبول

لیلیٰ بھی ہم نشیں ہو تو محمل نہ کر قبول

اے جُوئے آب، بڑھ کے ہو دریائے تُند و تیز

ساحل تجھے عطا ہو تو ساحل نہ کر قبول

In summary, at SBASSE, our overarching goal is to produce outstanding scholars who are capable of finding innovative solutions to challenging problems of our times, are passionate scientists, creative engineers, who are committed to improving the quality of human life through science, technology and knowledge and

finally are responsive to what happens around them in the Pakistani society. They also discover for the sheer sake of it!

I am humbled to be writing the preamble to this Handbook. If you have questions, please do not hesitate in writing to me directly at sabieh@lums.edu.pk.

Muhammad Sabieh Anwar
Ahmad Dawood Chair and Dean, Syed Babar Ali School of Science and Engineering
(http://www.sbasse.lums.edu.pk)
Professor, Department of Physics and Founder Physlab (http://www.physlab.org)

1. Graduate Programme Policies

The Syed Babar Ali School of Science and Engineering offers both MS and PhD Programmes in Biology, Chemistry, Computer Science, Electrical Engineering, Mathematics and Physics.

Various administrative offices all over LUMS assist graduate students in their academic pursuits, including their department, academic advisor, PhD supervisor, and departmental Graduate Programme Coordinators. However, each student is ultimately responsible for understanding and complying with all the information, policies, procedures and deadlines listed in this Handbook. Each student is also responsible for meeting all course, credit and GPA requirements for graduation. These policies may be modified periodically to keep up with global trends and best practices.

1.1. Departmental Graduate Programme Committee (DGPC)

The Graduate Programme Committee (SBASSE) within each Department oversees the programme and implements its policies and procedures at the departmental level; including monitoring student progress, attendance, academic standing, semester withdrawal, leave of absence and readmission in coordination with the Office of the Registrar.

1.2. Graduate Programme Coordinator (GPC)

Within each SBASSE department, one faculty member serves as a dedicated Graduate Programme Coordinator (GPC) who is responsible for administering all aspects of graduate programmes offered by their department. The GPC advises all first-year graduate students on course selection and other academic matters until an academic advisor is selected and appointed. The GPC also schedules and announces all MS /PhD Proposals and thesis presentations. Other graduate student matters including complaints and grievances and further processing of graduate student forms are also handled by the GPC.

1.3. SBASSE Graduate Programme Committee (SGPC)

The SBASSE Graduate Programme Committee (SGPC) oversees all facets of MS and PhD Programmes. This Committee comprises of Graduate Programme Coordinators from each of the SBASSE Departments. One member of the Committee is appointed by the Dean SBASSE to serve as Convenor. All DGPC recommendations are conveyed to the SGPC through each of the Graduate Programme Coordinators for approval. Similarly, any issues or conflicts related to graduate programme that stand unresolved at the departmental level are forwarded to SGPC for deliberation. SGPC is expected to review all policies and procedures of the graduate programme continuously and recommend necessary changes to the Dean.

1.4. SBASSE Academic Affairs Office

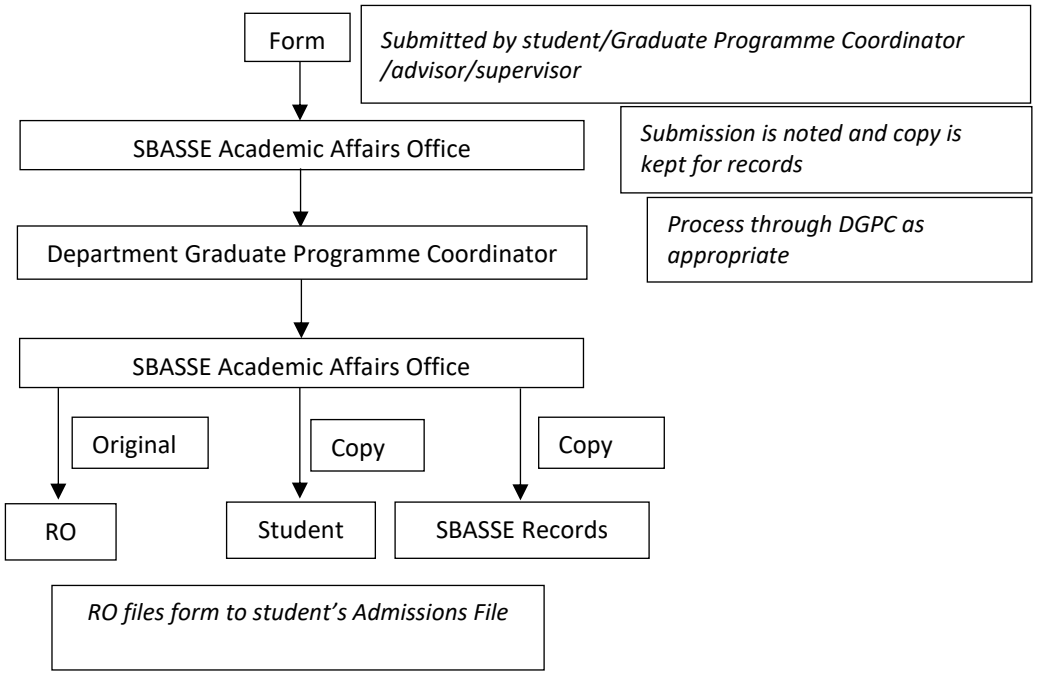
The SBASSE Academic Affairs Office is located in the Dean's Office area on the fourth Floor of the SBASSE building. The Office helps graduate students deal with issues related to course enrolment. The Office also serves as a collection point for graduate student forms; students must submit filled forms to this office.

1.4.1. Routing Process for Graduate Forms

Graduate students are required to file several forms pertaining to various routine as well as unexpected academic issues throughout the duration of their programme.

Filing a form involves filling and submitting the form with supporting documents (if required) to the SBASSE Academic Affairs Office.

The routing process is displayed in the chart shown below:



1.5. Full-Time and Part-Time Students

Full-time MS students have two years to complete the programme while PhD students have four years to complete all graduation requirements with possible extension of two-years. To maintain full-time status, a graduate student must enroll in a minimum of six credit hours in each semester. Full-time graduate students may enroll in a maximum of 12 credit hours in a regular semester and a maximum of six credit hours during the summer session. Any exception to these credit hours' requirement needs to be approved by the DGPC and SGPC.

All graduate students enrolled in the PhD programme must maintain full-time status throughout the duration of their degree. Full-time MS students have the one-time-only option of converting their status into that of a part-time student with the approval of their DGPC. Part-time MS students have a maximum of 4 years to fulfil graduation requirements; they are neither eligible for hostel accommodation nor for financial aid.

2. MS Programmes

LUMS offers MS programmes in Biology, Chemistry, Computer Science, Electrical Engineering, Physics and Mathematics. The MS programme requires completion of a total of minimum 30 credit hours and is offered in two variations: MS-with-Thesis and MS-by-Coursework-Only.

There is a minimum CGPA requirement of 2.5 for continuation in all forms of the MS degree. Specific details regarding any MS Programmes can be obtained from the relevant department.

2.1. Requirements of MS Degrees

2.1.1. Credit Hour Requirements

Students opting for MS-with-Thesis must take 24 credit hours of coursework and complete 6 credit hours of thesis research under the supervision of a faculty advisor. Independent study or MS project does not count towards the 24 credit hours of coursework requirement for MS Thesis students.
The MS-by-Coursework-Only option requires students to take 30 credit hours of coursework.

2.1.2. Core and Elective Courses

Coursework requirements constitute of graduate-level core and elective courses. Elective courses present students with the opportunity to specialize in an area within their discipline. Each programme has its own regulations regarding the specific number and selection of core and elective courses. Students should consult their academic advisor/department for course selection.

2.1.3. Prescribed Undergraduate Courses

Students joining the MS Programme are expected to have taken the basic courses that are pre-requisites of the core courses. However, in some cases the DGPC of a particular programme may prescribe one or more undergraduate courses. Students are required to take all prescribed courses. A prescribed course may be taken as an audit course with the approval of the student's academic advisor or DGPC. The units of prescribed courses are not counted towards the MS graduation requirements.

2.1.4. Forming a MS Thesis Committee

Prior to registering for the MS Thesis, a student must first identify a faculty member (within SBASSE) willing to supervise his/her thesis research and serve as academic adviser of the student. The MS Thesis Committee must comprise of the academic advisor and at least one other faculty member from SBASSE.

2.1.5. MS Thesis

1. MS Thesis proposal defense presentation should be held at the end of the semester in which first part of MS Thesis is enrolled. Further enrollment in second part of MS Thesis is not possible without passing the proposal defense.
2. The result of first of part of MS Thesis is IP or 'F'. IP is assigned in case of satisfactory performance. Student is charged three credit hours' tuition fee and transcript shows MS Thesis with zero credit hours.
3. In case student's performance in first part of MS Thesis is not satisfactory, student is assigned F. Student has the option to register in the first part of MS Thesis again. Tuition fee and semester registration shall be charged. If such student does not opt to register in the MS Thesis again, the student is required to choose the non-thesis option and complete the MS degree requirements by course-work.

4. Student registers in second part of thesis after completion of first part. Transcript shows second part of MS Thesis with six credit hours. Student is charged three credit hours' tuition fee. In case of successful completion of thesis, the attained grade is assigned against six credit hours.
5. If a student does not successfully defend his/her thesis by the end of the semester in which second part of Thesis was enrolled, the student is allowed to complete the thesis requirements in the immediately following regular semester. IP grade is assigned in second part of thesis in this case. The University only charges the semester registration fee for the additional semester.
6. In case a student fails to complete the MS Thesis requirements by the end of the additional semester, then 'F' grade is assigned.
7. A student receiving 'F' grade in MS Thesis (i.e. did not complete the thesis in 3 semesters – 2 semesters + additional semester) can still complete the MS Thesis, according to conditions specified by DGPC and within the specified tenure for the degree programme. However, the student needs to register the second part of MS Thesis again. The student is again charged the 3-credit hours' tuition fee and semester registration fee.
8. A 'P' grade is awarded on successful completion of MS Thesis and submission of MS Thesis final document.
9. The MS Thesis is graded as Pass or Fail. All thesis work must be completed within the maximum time limit specified for the Graduate Programme.

Students enrolled in thesis research may adopt the "non-thesis" option after consultation with their thesis advisor. If a student is judged to have put in best effort making thesis research a valuable learning experience, then the MS Thesis can be converted into "MS Project". According to requirement of the MS Project, a student must give a public presentation on the work done and submit a formal project report. Student(s) who choose to opt out of MS Thesis to adopt the "non-thesis" option must take two additional graduate-level courses totalling 6 credit hours.

In case of MS Thesis conversion into MS Project, if the conversion is done in first semester of thesis, then MS Thesis is dropped and student is enrolled in MS Project. If the conversion is done in second or subsequent semester (as applicable), then "W" grade is awarded in MS Thesis I. MS thesis II is dropped and MS project is enrolled.

In case of MS Thesis Conversion into MS by Coursework in any semester, W grade is assigned to MS Thesis in that particular semester. The student can enroll in course in the subsequent semester.

The MS Project is graded as Pass or Fail. All project work must be completed within the maximum time limited specified for the Graduate Programme.

Note: As per HEC current policy, in order to qualify for equivalency to MPhil, it is mandatory that a student opts for Thesis. Also, in compliance to HEC directive, final document of the thesis/defense proposal is forwarded to LUMS library for Turnitin check of contents for plagiarism. The Library accordingly issues a certificate of clearance.

2.1.6. Academic Progress Time Limit for MS-Students

All full-time MS students are expected to complete their programme's degree requirements within 2 years of admission. Under exceptional circumstances (e.g., serious illness), a fifth and possibly sixth semester may be added to complete the programme. Such extension is subject to approval by the Departmental Graduate Programme Committee (DGPC).

2.2. MS Programme Course Structures

2.2.1. Department of Life Sciences

The Department of Life Sciences offers MS degree with Thesis as well as with course-work-only options. The MS programme in Biology has two streams of specialization, including:

1. Molecular and Cell Biology
2. Bioinformatics

The MS programme coursework requirements for each of the above streams of specialization is shown in Tables 1– 2.

Table 1. MS in Biology - Course requirements for specialization in Molecular and Cell biology

Sr. #	Category	Course Code	Course Name	Credit Hours
1	Core Courses	BIO 500	Advanced Methods in Biology	3
2		BIO 512	Advanced Biochemistry	3
3		BIO 516	Advanced Molecular & Cell Biology	3
4		BIO 531	Computational Biology	3
5		BIO 611	Cell Signalling	3
6		BIO 621	Genetics and Genomics	3
7		BIO 509A	MS Thesis I	3
8		BIO 509B	MS Thesis II	3
9		BIO 590	MS Non-Thesis Project based on Literature Review (for MS-by-coursework students)	3
Credit hours requirement for core courses = 24 for MS-by-thesis; 21 for MS-by-coursework				
1	Elective Courses	BIO 511	Fundamentals of Molecular Techniques	3
2		BIO 513	Biophysical Techniques	3
3		BIO 514	Mechanisms of Transcription	3
4		BIO 515	Developmental Biology	3
5		BIO 519	Immunology	3
6		BIO 521	Epigenetics and Gene Regulation	3
7		BIO 522	Cancer Biology	3
8		BIO 532	Network Biology	3
9		BIO 534	Topics in Systems Biology	3
10		BIO 535	Protein Informatics	3
11		BIO 536	Computational Genomics	3
12		BIO 5311	Biostatistics	3
		Any other graduate-level course offered at LUMS approved by the DGPC/Chair		
Credit hours requirement for elective courses = 6 for MS-by-thesis; 9 for MS-by-coursework				

Table 2. MS in Biology - Course requirements for specialization in Bioinformatics

Sr. #	Category	Course Code	Course Name	Credit Hours
1	Core Courses	BIO 516	Advanced Molecular & Cell Biology	3
2		BIO 531	Computational Biology	3
3		BIO 534	Topics in Systems Biology	3
4		BIO 535	Protein Informatics	3
5		BIO 536	Computational Genomics	3
6		BIO 5311	Biostatistics	3
7		BIO 509A	MS Thesis I	3
8		BIO 509B	MS Thesis II	3
9		BIO 590	MS Non-Thesis Project based on Literature Review (for MS-by-coursework students)	3
Credit hours requirement for core courses = 24 for MS-by-thesis; 21 for MS-by-coursework				
1	Elective Courses	BIO 513	Biophysical Techniques	3
2		BIO 532	Network Biology	3
3		BIO 533	Modelling and Simulation of Biological Molecules	3
4		CS 522	Multicore Computing	3
5		CS 532	Intelligent Computing	3
6		CS 535	Machine Learning	3
7		CS 536	Data Mining	3
8		CS 5312	Big Data Analytics	3
9		EE 511	Advanced Digital Signal Processing	3
10		EE 560	Linear System Theory	3
11		EE 564	Stochastic Systems-1	3
12		MATH 533	Mathematical Models in Biology	3
13		MATH 535	Advanced Stochastic Processes	3
14		MATH 541	Advanced Numerical Analysis	3
		Any other graduate-level course offered at LUMS approved by the DGPC/Chair		
Credit hours requirement for elective courses = 6 for MS-by-thesis; 9 for MS-by-coursework				

2.2.2. Department of Chemistry and Chemical Engineering

The Department offers MS degree in Chemistry with Thesis as well as with course-work-only options. The course structure for MS in Chemistry is given in Table 1:

Table 1. Course requirements for MS in Chemistry

Sr. #	Category	Course Code	Course Name	Credit Hours
1	Core courses	CHEM 511	Advanced Physical Chemistry I	3
2		CHEM 521	Advanced Inorganic Chemistry I	3
3		CHEM 531	Advanced Organic Chemistry I	3
4		CHEM 509A	MS Thesis I	3
5		CHEM 509B	MS Thesis II	3
6		CHEM 503	Experimental Methods in Chemical Research	3
Credit hours requirement for core courses = 18 for MS-by-thesis; 12 for MS-by-coursework				
1	Elective Courses	CHEM 512	Advanced Physical Chemistry II	3
2		CHEM 515	Polymer Science & Technology	3
3		CHEM 516	Characterization Techniques for Materials	3
4		CHEM 522	Inorganic Materials Chemistry	3
5		CHEM 523	Organotansition Metal Chemistry	3
6		CHEM 532	Chemistry of Biomolecules	3
7		CHEM 533	Organic Spectroscopy	3
8		CHEM 721	Selected Topics in Inorganic Chemistry	3
9		PHY 513	Quantum Theory I	3
10		PHY 632	Electronic Structure of Matter	3
11		MATH 441	Mathematical Modelling with Applications	3
12		CHEM 712	Quantum Chemistry and Spectroscopy	3
13		CHEM 433	Nanomedicine	3
14		CHEM 423	Special Topics in Inorganic Chemistry	3
15		CHEM 432	Bioorganic Chemistry	3
16		CHEM 522	Inorganic Material Chemistry	3
17		CHEM 542	Experimental Methods of Analysis	3
		Any other graduate level SSE course approved by the DGPC/Chair		
Credit hours requirement for Elective courses = 12 for MS-by-thesis; 18 for MS-by-coursework				

Course plan for MS Chemistry Students

	Year 1		Year 2	
	Fall Semester	**Spring Semester**	**Fall Semester**	**Spring Semester**
Core Courses	1. CHEM 521 (Advanced Inorganic Chemistry I) 3 CH 2. CHEM 531 (Advanced Organic Chemistry I) 3 CH	1. CHEM 511 (Advanced Physical Chemistry I) 3CH 2. CHEM 503 Experimental Methods in Chemical Research 3 CH	1. CHEM 509A* (MS Thesis I) 3 CH	2. CHEM 509B* (MS Thesis II) 3 CH
Elective Courses	1. Elective 3 CH e.g., CHEM 516 (Characterization Techniques for Materials) 3 CH	1. Elective 1 3 CH 2. Elective 2 3 CH 3. Elective 3 3 CH		

**Note: Students pursuing MS by coursework can take elective courses in place of research*

2.2.3. Department of Computer Science

The Department of Computer Science offers MS degree with Thesis as well as with course-work-only options. The course structure for MS in Computer Science is given in Table 1.

Table 1: Course requirements for MS in Computer Science (all Courses are 3 credit hours each)

<table>
<tr><th colspan="2">Categories</th><th colspan="4">Course Description</th></tr>
<tr><td rowspan="4">Core Courses</td><td rowspan="2">Depth Core</td><td>Computer Science</td><td colspan="3">CS 510 Design and Analysis of Algorithms</td></tr>
<tr><td>Mathematics</td><td colspan="3">CS 5014 Applied Statistics OR CS 501 Applied Probability</td></tr>
<tr><td rowspan="2">Breadth Core (1+1+1)</td><td rowspan="2">1 course from each stream is required to fulfil the breadth core requirement</td><td>Stream I:
<u>Systems</u>

Any course with code prefixes:
CS 52X (Architecture)
CS 57X (Networks)
CS 58X (Distributed Systems)
fulfils the core course requirement for Systems stream.

Examples:
CS 570 Advanced Operating Systems
CS 582 Distributed Systems
CS 585 Service Oriented Computing</td><td>Stream II:
<u>Software Engineering</u>

Any course with course code prefix:
CS 56X (Software Engineering) fulfils the core course requirement for Software Engineering stream.

Examples:
CS 561 Human Computer Interaction
CS 569 Design Patterns & Refactoring
CS 567 Software Reuse
CS 560 Distributed Software Systems Development</td><td>Stream III:
<u>Data Science</u>

Any course with course code prefix:
CS 53X (Machine Learning)
CS 55X (Computer Vision) fulfils the core course requirement for Data Science stream.

Examples:
CS 5312 Big Data Analytics
CS 535 Machine Learning
CS 532 Intelligent Computing
CS 536 Data Mining
CS 5310 Computer Vision Fundamentals</td></tr>
<tr><td colspan="2"></td></tr>
<tr><td rowspan="2">Elective Courses</td><td colspan="2" rowspan="2">Students may take electives from within one or multiple streams.</td><td colspan="3">Apart from the following courses with prefix CS6XX, any course with prefix CS5XX taken in addition to the core requirement will also be counted as elective</td></tr>
<tr><td>Examples:
CS 677 Internet of Things
CS 678 Topics in Internet Research</td><td>Examples:
CS 664 Software Engineering for Smart Grids
CS 666 Topics in Interactive Computing</td><td>Examples:
CS 674 Digital Image Processing</td></tr>
<tr><td colspan="6">Credit hour requirement for elective courses = 9 for MS-by-thesis; 15 for MS-by-coursework</td></tr>
</table>

2.2.3.1. MS-By-Coursework

In addition to the 15 credit hours of core courses, each graduate student must take 15 credit hours of electives to complete the requirements of the MS degree. The following restrictions apply on the elective courses for students who wish to pursue the MS-by-coursework option.

- At least 12 credits of letter grade courses (excluding Seminar Courses and Independent studies).
- Maximum 6 credit hours of free electives from other SSE departments or schools or courses with code CS 59X.
- A 3-credit hour MS Project may also count towards the 15 credit hour electives requirement of the MS degree.

2.2.3.2. MS-By-Thesis

In addition to the 15 credit hours of core courses, each graduate student must take 6 credit hours of MS Thesis; MS Thesis I CS 509 A and MS Thesis II CS 509 B in two separate semesters, and 9 credit hours of electives to complete the requirements for the MS degree.

The following restrictions apply on the elective courses for students who wish to pursue the MS-with-Thesis.

- At least 9 credit hours of letter grade courses (excluding MS Project, Seminar Courses, or Independent Studies).
- Maximum 3 credit hours of free electives from other SSE departments or schools or courses with code CS 59X.

2.2.4. Department of Electrical Engineering

The Department of Electrical Engineering offers MS degree *with Thesis* as well as *with course-work-only* options. The MS programme in the Electrical Engineering has 4 streams/areas of specialization:

1. Signals, Communications and Intelligent Systems
2. Electronics and Embedded Systems
3. Photonics and Semiconductor Devices
4. Electrical Power and Energy Systems

Apart from these four regular streams, the department also offers specialized streams towards fulfilling the MS Electrical Engineering degree to accommodate contemporary trends in Industry. Course requirements of an industry specialized stream in the area of Integrated Circuit (IC) Design have been provided in Appendix I.

2.2.4.1. Policy regarding out-of-area and undergraduate courses

Students pursuing MS degree in the Electrical Engineering discipline can take up to 6 credit hours of elective courses outside the Department of Electrical Engineering including DGPC approved courses from outside of school and approved SDSB courses. In addition, a maximum of 6 credit hours of 400-level courses can be taken. All other courses taken towards the MS degree must be of 500-level or above. Students would be required to submit their tentative academic plan for degree completion to the GPC by Add/Drop deadline of their second semester.

The MS programme degree requirements for each of the above Streams of Specialization is shown in Tables 1–4. For a non-thesis option (course-work-only), a student may take an Independent Study/MS Project (3 credit hours) in addition to core and elective requirements to fulfil 30 credit hour requirement. The deliverable for Independent Study/MS Project will be an approved report and a presentation.

Table 1. MS in Electrical Engineering Course requirements for specialization in Signals, Communications and Intelligent Systems Stream

Sr. #	Categories	Course Code	Course Name	Credit Hours
1	Core Course requirement for the Stream: Any three from Sr No. 3-13 along with EE564/EE515	EE 564 Or EE 515	Stochastic Systems Or Applied Probability	3
		Any three courses from the courses listed below		
3		EE 514	Machine Learning	3
4		EE 563	Convex Optimization	3
5		EE 560 OR EE 561	Linear System Theory OR Digital Control Systems	3
6		EE 562 OR EE 565	Robot Motion Planning OR Mobile Robotics	3
7		EE 567 OR EE 569	Multi - Agent Systems OR Dynamic Prgmng & Reinforcement Learning	3
		EE 583	Network Protocol and Performance	3
8		EE 512	Digital Image Processing	3
9		EE 572 OR EE 579	Wireless Comm. OR Advanced Digital & Wireless Communication Technologies	3
10		EE 471	Computer Networks	3
11		EE 509A	MS Thesis - I	3
12		EE 509B	MS Thesis - II	3

Credit hours requirement for Core courses = 18 for MS by thesis; 12 for MS by coursework

Additional core courses taken can reduce the elective requirements below.				
16	Elective Courses in the Stream: Two courses from Sr. No. 16-20	Any course with code EE 51X/61X		3
17		Any course with code EE 56X/66X		3
18		Any course with code EE 57X/67X		3
19		Any course with code EE 58X/68X		3
20		EE 412	Principles of Digital audio and Video	3
Remaining credit hours can be completed by taking any EE graduate course or other courses as defined in the policy (stated above) for out-of-area and undergraduate courses. Elective courses can be added and removed from the list after the approval of EE DGPC.				

Students who have already taken **Computer Networks during their undergraduate studies with good grades can ask for a waiver from the course instructor. These students would have to take an additional elective from the table.*

Table 2. MS in Electrical Engineering - Course requirements for specialization in Electronics and Embedded Systems Stream

Sr. #	Categories	Course Code	Course Name	Credit Hours
1	Core Course requirement for the Stream: Any three from Sr. No. 1-8)	EE 421	Digital Systems Design*	3
2		EE 522	Embedded Systems	3
3		EE 523	VLSI Design	3
4		EE 539	Radar Systems	3
5		EE 527	Mixed Signal Design	3
6		EE 530	Antenna Theory: Analysis & Design	3
7		EE 535	Wireless IC Design	3
8		EE 531	RF and Microwave Design	3
9		EE 509A	MS Thesis-I	3
10		EE 509B	MS Thesis-II	3
Credit hours requirement for Core courses = 15 for MS-by-thesis; 9 for MS-by-coursework Additional core courses taken can reduce the elective requirements below.				
11	Elective Courses in the Stream: Three courses from Sr. No. 11-15	Any course with code EE 52X/62X		3
12		Any course with code EE 53X/63X		3
13		Any course with code EE 57X/67X		3
14		Any course with code EE 58X/68X		3
15		EE 502	Electrodynamics	3
Remaining credit hours can be completed by taking any EE graduate course or other courses as defined in the policy (stated above) for out-of-area and undergraduate courses. Elective courses can be added and removed from the list after the approval of EE DGPC.				

**Students who have already taken Digital Systems Design during their undergraduate studies with good grades can ask for a waiver from the course instructor. These students would have to take an additional elective from the table.*

Table 3. MS in Electrical Engineering - Course requirements for specialization in Photonics and Semiconductor Devices Stream

Sr. #	Categories	Course Code	Course Name	Credit Hours
1	Core Course requirement for the Stream: Any two from Sr. No. 1-4) along with a MATH course	EE 5313	Principles of Optics	3
2		EE 532	Opto-Electronic Devices	3
3		EE 528	Semiconductor Device Fundamentals	3
4		EE 524	Nanoelectronic Devices	3
5		EE 564 Or EE 515 Or EE 560 Or EE 516 Or EE 563	Any one of the following courses* Stochastic Systems Or Applied Probability Or Linear System Theory Or Foundations of Deep Learning Or Convex Optimization	3
6		EE 509A	MS Thesis-I	3
7		EE 509B	MS Thesis-II	3
Credit hours requirement for Core courses = 15 for MS-by-thesis; 9 for MS-by-coursework. Additional core courses taken can reduce the elective requirements below.				
8	Elective Courses in the Stream: Any three courses from Sr. No. 8-16	EE 532	Photonics Fundamentals	3
9		EE 632	Electrodynamics	3
10		EE 533	Quantum Optics	3
11		EE 534	Optical Communications	3
12		EE 435	Quantum Communication	3
13		EE 525	Photovoltaic Devices	3
14		EE 555	Renewable Energy Systems	3
15		PHY 535	Condensed Matter Physics	3
16		EE 539	Radar Systems	3
17		EE 531	Microwaves and RF Design	3
18		EE 530	Antenna Theory: Analysis & Design	3
Remaining credit hours can be completed by taking any EE graduate course or other courses as defined in the policy (stated above) for out-of-area and undergraduate courses. Elective courses can be added and removed from the list after the approval of EE DGPC.				

Table 4. MS in Electrical Engineering - Course requirements for specialization in Electrical Power and Energy Systems

Sr. #	Categories	Course Code	Course Name	Credit Hours
1	Core Course requirement for the Stream	EE 552	Power Electronics	3
2		EE 555	Renewable Energy Systems	3
3		EE 5512 Or EE 561 Or EE 563 Or EE 567	Any one of the following courses* Power System Operation and Control Or Digital Control Systems Or Convex Optimization Or Smart Grid Technology and Applications	3
4		EE 509A	MS Thesis-I	3
5		EE 509B	MS Thesis-II	3
Credit hours requirement for Core courses = 15 for MS-by-thesis; 9 for MS-by-coursework. MATH course is mandatory for both MS and non-thesis MS students.				
6	Elective Courses in the Stream: Any three courses from Sr. No. 6-13	EE 559	Power Systems Protection and Stability	3
7		EE 561	Digital Control Systems	3
8		EE 553	High Voltage Engineering	3
9		EE 554	Modelling and Control of Electric Machine Drives	3
10		CS 664	Software Engineering for the Smart Grids	3
11		EE 576	Smart Grid Technology and Applications	3
12		EE 557	Electricity Markets	3
13		EE 454	Power System Planning	3
14		EE 574	Discrete-Time Designs for Wireless Communications	3
Remaining credit hours can be completed by taking any EE graduate course or other courses as defined in the policy (stated above) for out-of-area and undergraduate courses. Elective courses can be added and removed from the list after the approval of EE DGPC. *Students who take more than one course from the section can get further courses counted as elective(s).				

Appendix I

Table I. MS in Electrical Engineering - Course requirements for specialization in Integrated Circuit (IC) Design Stream

Sr. #	Categories	Course Code	Course Name	Credit Hours
1	Core Course requirement for the Stream: All from Sr. No. 1-8)	EE 421	Digital Systems Design	3
2		EE 522	Embedded Systems	3
3		EE 523	VLSI Design	3
4		EE 527	Mixed Signal Design	3
5		EE 5XX	Advanced VLSI Design	3
6		EE 520/CS622	Computer Architecture	3
7		EE 509A	MS Thesis-I	3
8		EE 509B	MS Thesis-II	3
Credit hours requirement for Core courses = 24 (including thesis). Students in specialized IC design stream must do MS-by-thesis				
9	Elective Courses in the Stream: Any two courses from Sr. No. 9-13	Any course with code EE 52X/62X		3
10		Any course with code EE 53X/63X		3
11		Any course with code EE 57X/67X		3
12		Any course with code EE 58X/68X		3
13		EE 502	Electrodynamics	3

2.2.5. Department of Mathematics

The Department of Mathematics offers MS degree, with an option to either opt for MS-by coursework or MS-by thesis. The course structure for MS in Mathematics is given in the table below. The student can take the following courses or any other graduate course offered by the department.

Table 1. Course requirements for MS in Mathematics

Sr. #	Category	Course Code	Course Name	Credit Hours
1	Core Courses	MATH XXX	Probability and Statistical Analysis	3
2		MATH XXX	Numerical Algebra and Analysis	3
3		MATH XXX	Qualitative Differential Equations	3
4		MATH 521	Advanced Algebra	3
5		MATH 501	Mathematical Analysis	3
6		MATH 507	Advanced General Topology	3
7		MATH XXX	Differential Geometry	3
8		MATH XXX	Complex Analysis	3
9		MATH 509A	MS Thesis I	3
10		MATH 509B	MS Thesis II	3
In addition to Thesis I & II, students will take 6 core courses from the list above. Credit hours to meet the core requirement are 24.				
1	Elective Courses	MATH 535	Advanced Applied Stochastic Processes	3
2		MATH 539	Advanced Stochastic Processes	3
3		MATH 515	Method of Applied Mathematics	3
4		MATH 524	Advanced Quantitative Finance	3
5		MATH 533	Mathematical Models in Biology	3
6		MATH 514	Symmetry Methods, Conservation Laws and Exact Solutions for Differential Equations	3
7		MATH 612	Advanced Algebraic Geometry	3
8		MATH 518	Spectra of Differential Operators and Quantum Graphs	3
9		MATH 546	Advanced Numerical Solutions of Differential Equations	3
10		MATH 512	Dynamical Systems	3
11		MATH 543	Advanced Numerical Linear Algebra	3
12		MATH 505	Advanced Functional Analysis	3
Students can take 2 elective courses from the list above or take at most 2 courses from other departments and schools, subject to the approval of the DGPC. Credit hours to meet the elective requirement are 6.				

2.2.6 Department of Physics

The Department of Physics offers MS degree with Thesis as well as with course-work-only options. The course structure for MS in Physics is given in the table below:

Table 1. Course requirements for MS in Physics

Sr. #	Category	Course Code	Course Name	Credit Hours
1	Core	PHY 500	Graduate Physics Lab	3
2		PHY 501	Electrodynamics	3
3		PHY 517	Quantum Mechanics	3
4		PHY 510	Advanced Statistical Mechanics	3
5		PHY 509A	Thesis – I	3
6		PHY 509B	Thesis – II	3
Credit hours requirement for Core courses = 18 for MS-by-thesis; 12 for MS-by-coursework				
1	Elective Core	PHY 535	Advanced Condensed Matter Physics	3
2		PHY 5313	Atomic and Laser Physics	3
3		PHY 552	Particle and Nuclear Physics	3
4		PHY 612	Introduction to Quantum Information Science	3
5		PHY 505	Computational Physics	3
6		PHY 642	General Relativity	3
7		PHY 512	Advanced Quantum Mechanics	3
8		PHY 5XX	Analytical Mechanics	3
Minimum credit hours requirement for Elective Core courses = 6 for MS-by-thesis; 9 for MS-by-coursework. Maximum credit hours allowed from the Elective Core bucket = 12 for MS-by-thesis; 18 for MS-by-coursework.				
1	Electives	PHY 415	Introduction to Photonics	3
2		PHY 416	Principles of Optics	3
3		PHY 422	Lie Groups and their Representation	3
4		PHY 433	Laser Engineering	3
5		PHY 434	Introduction to Nanoscience	3
6		PHY 504	Relativistic Electrodynamics	3
7		PHY 5114	Quantum Machine Learning	3
8		PHY 516	Opto-Electronic Devices	3
9		PHY 518	Photonics Fundamentals	3
10		PHY 519	Symmetry Methods, Conservation Laws and Exact Solutions for Differential Equations	3
11		PHY 5312	Quantum Optics	3
12		PHY 5314	Advanced Quantum Field Theory	3
13		PHY 532	Photovoltaic Devices	3
14		PHY 534	Nano electronic Devices	3
15		PHY 537	Semiconductor Devices Fundamentals	3
16		PHY 538	Special Topics in Condensed Matter Physics	3
17		PHY 539	Introduction to Quantum Field Theory	3
18		PHY 602	Engineering Physics Project Lab	3
19		PHY 632	Electronic Structure of Matter	3
20		PHY 633	Magnetism: Theory and Experiment	3

21		PHY 643	Advanced Topics in General Relativity	3
22		PHY 644	Cosmology and Black Holes	3
23		PHY 712	Seminars in Physics	3
Maximum credit hours allowed from Elective courses bucket = 6 for MS-by-thesis; 9 for MS-by-coursework.				

2.2.6.1. Physics: Undergraduate course policy

Students can take any two 400 level courses from physics to fulfill the requirement for the course-work credit hours.

2.2.6.2. Physics: Elective courses from SSE

Students can take two 400 or above level graduate courses as electives, which are relevant to physics, within SSE with the written approval of DGPC. However, the total number of 400 level courses must not exceed two.

2.3. MS Programme Graduation Requirements

Students need to complete at least 30 credit hours to fulfil the requirements of the MS degree. At the time of graduation, students must have a CGPA of at least 2.5.

2.3.1. Probation, Separation and Readmission

2.3.1.1. Probation and Separation

All MS students must maintain a CGPA of at least 2.5 to remain in good academic standing. If a student's CGPA falls below 2.5 at the end of any given semester, he/she is placed on probation in the subsequent semester (including the summer semester). Such students regain good academic standing when their CGPA becomes equal to or exceeds 2.5. During the probation period, students need to maintain a semester (including summer semester) GPA of 3.0 or higher.

In case the CGPA is less than 2.5 but the semester GPA is equal to 3.00 or higher than the probation period is extended. Student unable to maintain semester GPA and CGPA conditions for two consecutive semesters are separated from the programme. To improve CGPA, students on probation should enroll in letter-graded courses in addition to DTR credits.

2.3.1.2. Re-admission after Separation

Students separated from the MS programme at SBASSE may be considered for readmission on the recommendation of the DGPC. A student is allowed to be re-admitted only once.

Readmission Conditions

- Courses with grade B- grade or above and "P" Grade are given as credits on readmission.
- All courses taken by a student at LUMS show on the transcript, even if the student has been readmitted.
- Credit hours of courses for which credit is given on readmission count towards the graduation requirements but the course grades are not included in the calculation of CGPA.
- Students who are separated on academic grounds and then are readmitted are placed on academic probation for the rest of their stay at LUMS. Readmission fee is applicable as per University policy.
- After readmission, in the first regular semester (Fall or Spring), the students are required to obtain a minimum semester GPA of 3.00. They are required to maintain a minimum CGPA of 2.50 thereafter at the end of each regular semester in order to continue with the programme. In case their CGPA drops below 2.50 in any semester subsequently, they are finally separated from the programme without any warning.
- In case of readmission the student must finish the graduate programme within the maximum allowable time from the original date of joining LUMS.
- Readmitted students who are subsequently finally separated from the programme on academic grounds cannot apply as fresh candidates.
- Once a student has been separated from LUMS (at any stage) on academic grounds and has not been readmitted, s/he is allowed to apply as a fresh candidate only once.

3. PhD Programmes

LUMS offers PhD programmes in Biology, Chemistry, Computer Science, Electrical Engineering, Mathematics and Physics. The PhD programme is designed to prepare students to think scientifically and independently conduct high-quality research.

Major milestones that must be achieved for the successful completion of the PhD degree include the Comprehensive (Qualifying) Examination, Thesis Proposal Defense and PhD Thesis Defense.

In compliance with the policies of Higher Education Commission (HEC) of Pakistan, all admitted students must clear the GRE Subject or HEC recommended NTS Test and obtain a score of 60th percentile or above. This requirement must be fulfilled by the end of the first calendar year after admission.

After admission, a student is "matched" to a faculty member according to the student's research interests. This faculty member will be serving as the student's PhD supervisor (thesis advisor). Students must start preparing for the PhD Comprehensive Examination immediately after admission. Although courses taken in the first semester may prove to be helpful, it is anticipated that full preparation of comprehensive examination requires extensive independent study.

Students enrolled in the PhD programme are expected to undertake original research work under the guidance of their thesis advisor. It is the responsibility of student and the PhD supervisor to ascertain that the quality of the research work is high and that the results are published in at least one peer-reviewed scientific journal that covers the student's field of specialization. The student must then complete the remaining coursework and expand his/her research work culminating in the submission of a written PhD Thesis followed by its defense. For maximum time limits for each stage, refer to "*Academic Progress Time Limit for PhD-Students and PhD-Candidates*" under Requirements of a PhD Degree.

Note: Also, in compliance to HEC directive, final document of the thesis/defense proposal is forwarded to LUMS library for Turnitin check of contents for plagiarism. The library then issues a certificate of clearance.

3.1 Student Status

Students enrolled in the PhD Programme are categorized as PhD-Students and PhD-Candidates. All students are classified as PhD-Students until they achieve PhD Candidacy. To achieve the PhD-Candidate status, a PhD Student must pass the Comprehensive Examination and successfully defend a formal research proposal to the PhD Committee. After successfully defending the proposal, a student may apply for change of his/her status by filing the relevant form.

3.2 PhD Supervisor

PhD Students must have a PhD supervisor who also serves as their academic advisor. PhD supervisors must be full-time SBASSE faculty members; they are responsible for actively guiding their students through the various stages of the respective PhD programme and overseeing the research conducted by them. Students must consult their supervisors before registering for any course(s).

Students are 'matched' to their PhD supervisor at the time of admission. This association is confirmed through the relevant form. PhD supervisors must provide their assessment of the student's progress at the end of each semester to the DGPC through the relevant form.

3.3 Change of PhD Supervisor

If circumstances so require, students may change their PhD supervisor subject to approval by the DGPC. The approval of the DGPC is sought by filing the relevant form.

If the case is approved, the DGPC and the new PhD supervisor decide whether to allow the student to continue his/her ongoing research or to begin afresh. If the student has already cleared the PhD proposal defense, selecting a new PhD supervisor may require the student to defend a new proposal.

If the PhD supervisor leaves LUMS or ceases to be a full-time faculty member, students are required to choose a new supervisor within a maximum period of two months. PhD Candidates nearing completion (having acquired terminal graduate student status (see below) of their degree may continue to work with the same PhD supervisor if he/she agrees to provide adequate guidance. However, an internal advisor/supervisor is appointed for coordination. Such cases proceed only with the consent of DGPC.

3.4 Terminal Graduate Student Status

Once a PhD student has completed all requirements except publications and submission of the written PhD Thesis, he/she is assigned the status of a Terminal Graduate student (TGS) (also known as All-But-Dissertation or ABD). In order to be classified as a TGS, the candidate must file the relevant form. A TGS is only be charged semester registration fee. This student is not required to register in any further credits towards the PhD. University registration (through TGS) is however be needed by all PhD Candidates until graduation. The TGS status is granted only to PhD-Candidates. The PhD-Candidate's host department verifies a TGS.

3.5 Exit Degree

PhD Students and PhD Candidates who are unable to complete the requirements of the PhD degree may be awarded an MS degree if they fulfil the requirements of the MS degree. Award of such MS degree is subject to the recommendation of the DGPC and approval of the Dean, SBASSE.

3.6 Probation, Separation and Readmission

3.6.1 Probation and Separation

All PhD Students and PhD Candidates must maintain a CGPA of at least 3.0 to remain in good academic standing. A student whose CGPA falls below 3.0 at the end of any given semester is placed on probation in the subsequent semester (including the summer semester). Failure to raise his/her CGPA to 3.0 in the following semester or maintain a minimum semester GPA of 3.3 leads to separation from the programme. Student unable to maintain semester GPA and CGPA conditions for two consecutive semesters are separated from the Programme. To improve CGPA, students on probation need to enroll in letter graded courses. A Failing grade in MS Thesis affects the CGPA with no credit given while a Pass grade contributes towards the earned credits and does not affect the CGPA.

Moreover, if a PhD student is absent without leave after registering in a semester, the supervisor can recommend the DGPC to start the separation process and stop the stipend of the student. The DGPC through RO will issue two warning letters-a month apart- on email/home address asking the student to respond. The student will have one month to respond after the first warning or within a month after the second letter. If s/he responds, the DGPC will review the case to see if s/he should be allowed to join back or recommend to SGPC the separation of the student from the programme. The SGPC will review the

hearing procedure and will make a recommendation to the Dean. The final decision after the recommendation of the supervisor, DGPC and SGPC rests with the Dean.

The PhD supervisor can also recommend the separation of his student to the DGPC in case of continued deteriorating performance post Comprehensive Exam. The DGPC through RO will issue two warning letters- a month apart- on email/home address asking the student to respond and explain his/her case to the DGPC. The student will have one month to respond after the first warning or within a month after the second letter. If s/he responds, the DGPC will review the case to see if s/he should be allowed to continue or recommend to SGPC the separation of the student from the programme. The SGPC will review the hearing procedure and will make a recommendation to the Dean. The final decision after the recommendation of the supervisor, DGPC and SGPC rests with the Dean.

In the latter case the stipend of the student will not be stopped automatically. Moreover, if someone on the SGPC or DGPC are the initiating supervisor, they must recuse from the proceedings.

3.6.2 Readmission after Separation

Students separated from the PhD programme at SBASSE may be considered for readmission on the recommendation of the DGPC. A student is allowed to be readmitted only once.

3.7 Requirements of a PhD Degree

3.7.1 Credit Hour Requirements

The PhD degree requires completion of a minimum of 42 credit hours including at least 18 CHs of graduate level course work (as per the HEC requirement) and 18 CHs of research work. The remaining 6 CHs can be used either towards coursework or research work or a mix of both.

Disclaimer: The need for any changes to the current policy based on HEC's guidelines will be communicated as an addendum to the handbook.

3.7.2 Coursework

Coursework requirements involve enrolment in graduate-level core and elective courses. Elective courses present students with the opportunity to specialize in an area within their discipline. Each programme has its own regulations regarding the specific number and selection of core and elective courses. Students should consult their PhD supervisor for course selection.

3.7.3 Comprehensive Examination

Passing the Comprehensive (Qualifying) Examination is a necessary requirement of the PhD programme. Students are allowed a maximum of two attempts to clear the Comprehensive examination. The first attempt must be within the first calendar year after admission. Students must be in good academic standing (i.e., CGPA ≥ 3.0) in order to appear in the Examination. In case the student fails to clear the examination within the first attempt, he/she may be allowed to appear in a second attempt after gaining approval of the DGPC. The two attempts must be consecutive. Comprehensive Examination passed in another University cannot be transferred to LUMS.

The Comprehensive Examination is administered by the PhD Thesis Committee (see below) of the student. The examination is comprised of a written as well as oral components. Students who wish to appear in the

Comprehensive Examination must inform their Graduate Programme Coordinator at least two weeks before the date of written Comprehensive Examination by filing the relevant form.

3.7.4 PhD Thesis Research Credits

Original research work is required for the completion of the PhD degree. Students can register for the Thesis credit hours during any semester with permission of their PhD supervisor.

A maximum of 6 PhD Thesis credit hours may be registered in a regular semester. A maximum of 3 PhD Thesis credit hours may be registered in the Summer Semester. Students who have not passed the Comprehensive Examination may enroll for a maximum of 3 Thesis credit hours only in any given semester. PhD Thesis credit hours are graded as Pass/Fail.

3.7.5 Forming a PhD Committee

A PhD Committee should be constituted within the first semester of admission. This committee comprises of a minimum of 3 members: the thesis advisor who serves as convener and two additional SBASSE full-time faculty members at least one of which must be from the department hosting the degree. Other members from within or outside LUMS may also be added to this committee with approval of the DGPC. The composition of this committee can remain constant throughout the course of study or may be changed in consultation with the PhD supervisor and approval of the DGPC. This committee is expected to meet the student at least twice a year to monitor his/her performance.

The PhD Committee administers the Comprehensive Examination as well as the PhD Proposal defense. Similarly, written as well as oral evaluation of the thesis is also handled by this committee. To form the committee, the student and the PhD supervisor must file the relevant form.

3.7.6 PhD Proposal Defense

The PhD Proposal is an important step in PhD studies, in which the PhD-Student must:

- Demonstrate sound comprehension of the field of study and allied areas.
- Demonstrate an in depth understanding of the state-of-the-art in his/her field of study.
- Clearly articulate, in writing as well as through oral presentation, a specific research proposal, which if completed successfully, will merit the award of a PhD degree.

A PhD-Student must defend PhD Proposal by the end of his/her second calendar year. Separation from the programme may result if this activity is not completed in time. Any exception to this requirement requires the approval of the DGPC and the Dean.

The written Proposal must be submitted to the members of the PhD Committee at least 10 working days before the scheduled oral Proposal defense. With the endorsement of PhD supervisor, the student submits a request to defend the PhD Proposal to the Graduate Programme Coordinator, who schedules the defense and sends an announcement to all faculty members and graduate students of the School at least two weeks in advance. Successful Proposal defense results in change of status of the PhD-student to PhD-Candidate.

3.7.7 PhD Thesis Defense

The PhD thesis defense involves defending the research work carried out by the PhD Candidate at a public forum as well as getting a written PhD Thesis document approved by the Final Defense Committee (FDC).

The Final Defense Committee consists of all members of the PhD Committee as well as two additional members selected by the candidate in consultation with his/her supervisor. One of these additional members - known as the 'External Examiner' - must be from outside LUMS and deemed an expert in the candidate's field of study. At least one of the members of the FDC must be from another department within LUMS. The supervisor or another member of FDC serves as the convener of this committee.

In the PhD thesis defense, the candidate is expected to:

- Demonstrate his/her ability to explain the work carried out and its impact on the particular field of specialization or applicability to other areas.
- Clearly demonstrate a thorough understanding of his/her work including its shortcomings as well as future directions.
- Provide satisfactory answers to pertinent questions raised by FDC.

Ensuring the quality of the written thesis document and oral defense is the responsibility of PhD supervisor and PhD candidate. At least two positive reviews from three international experts (names proposed by the supervisor) in the area must also be sought on the written thesis before the oral defense.
The following is the sequence of steps for the PhD thesis defense:

1. Thesis draft is submitted to the PhD committee by the PhD supervisor. PhD supervisor recommends names of international reviewers who are experts in the specific area of research. The PhD committee approves the list of reviewers. The final decision as to which international reviewers to contact is decided by a majority vote of the PhD committee.

2. The PhD committee approves the formation of the FDC which comprises of the PhD committee as well as at least two additional members.

3. Convener of FDC sends the draft of thesis to the approved list of international reviewers. The reviewers are asked to respond directly to the convener of FDC along with their comments, which are shared with the PhD candidate as well as all FDC members. PhD Candidate may improve his/her thesis based on the reviewers' feedback and resend the revised version back, if necessary. At least two positive reviews of the thesis must be obtained from international reviewers before the oral defense. Whether a review is positive or not is decided by a majority vote by FDC.

4. When the PhD supervisor deems that the PhD candidate's thesis is ready for defense, the PhD candidate submits a draft of the thesis to the FDC prior to the oral defense.

5. The oral defense can be scheduled no earlier than 10 working days after receiving two positive reviews from external international reviewers.

6. Prior to the oral PhD thesis defense announcement, the candidate is required to file the relevant form. This is to ensure that all degree requirements prior to the oral thesis defense have been met. Once the form is approved, the PhD candidate requests the DGPC to schedule the defense and announce the date and time of the event publicly. The DGPC schedules the oral defense at a time that is mutually agreeable to all FDC members. The DGPC sends out a public announcement, containing the abstract of the thesis and a list of all the candidate's publications to all faculty, students and staff of LUMS. The PhD thesis defense announcement must be made at least two weeks in advance.

7. The oral defense consists of a public presentation. Following the public session, the candidate is thoroughly questioned regarding his/her thesis research in a private session with only the candidate and members of the FDC present. The members of the FDC then ask the candidate to leave. They may then deliberate amongst themselves before declaring the result of the oral defense.

8. The result of the oral defense can be either Pass or Fail. The candidate is declared pass if the majority of the FDC members agree on the pass grade; there may be only one dissenting vote. In case the FDC declares the candidate fail, FDC can stipulate a time-limit before which the candidate cannot reappear for thesis defense. The pass result could be further specified in one of the following forms:
    - Pass.
    - Pass with minor changes.
    - Re-submit with major changes.

9. Once the oral PhD thesis defense is cleared, candidate submitted the final draft of the PhD thesis to FDC. The final draft of thesis must be submitted no later than two months after clearing the oral defense. Members of FDC may request changes before approving the PhD thesis. The FDC members are required to provide adequate feedback on the thesis draft as early as possible, and no later than one month from the time the revised version of thesis is submitted to them. All members of the FDC, must separately file the relevant form, to record their assessment. Upon the approval of the thesis by all members of the FDC except for at most one dissenting vote, all requirements of PhD thesis defense are considered complete.

3.7.8 Seminars

PhD candidates are required to present their research – in the form of a seminar. The DGPC is responsible for keeping track of these seminars. A minimum of two seminars is to be delivered to meet the PhD degree requirements.

3.7.9 PhD Student Conference Travel Policy

Presentation of research work at international conferences is extremely important for PhD students. It not only provides them an opportunity to receive feedback from leading researchers in the field but also is an opportunity to explore the high-quality research work carried out by others in the research community. In addition, it also gives them visibility to the international research community.

The University provides financial support through regular or independent funds to cover the travel expenses of a PhD student for one international conference during the course of his/her PhD study, provided that:

a. The student presents a paper or poster at a peer-reviewed international conference.
b. The work is related to PhD student's dissertation work.
c. The conference travel is recommended by the PhD student's thesis advisor and the department chair.

3.7.10 Publications

All PhD candidates are expected to publish their research work in peer-reviewed indexed journals and internationally reputed good quality conferences. PhD supervisor ensures the quality of the publication(s) and guides the candidates to achieve their full potential. Acceptance or publication in at least one first

author research paper in an indexed and reputable international journal is a requirement for the award of the PhD degree.

3.7.11 Residency Requirement

Minimum residency requirement for the PhD programme is two years after admission. Additional residency requirements may be imposed by the PhD supervisor or may become necessary due to the type of funding availed by the student.

To fulfil the residency requirement, the student must be based physically at LUMS or at the research site and should come regularly to the campus. A student traveling on an exchange programme, for example, does not fulfil the residency requirement. However, short trips of less than 15 days, for example, for conference travel, do not violate the residency requirement.

Details can be found under "Residency Requirements for Funding" in the SBASSE Common Policies section.

3.7.12 Hostel facilities for full-time PhD Students

A full-time PhD student enrolled at LUMS with GRA Award has to be physically present on campus during the year. In order to maintain full time status a PhD student has to enroll in at least 6 credits hours during fall and spring semesters respectively and a minimum of 3 credits hours in the summer semester. PhD students who have already completed their credit hour requirements are required to register in each semester, Summer inclusive, as Terminal Graduate Student – TGS.

A PhD student availing the hostel residence is therefore eligible to stay in hostel throughout the year including summer.

3.7.13 Teaching Requirement

All PhD students must be fully involved in teaching, co-teaching or assisting in the teaching of at least two courses during their first years of study.

3.8 Academic Progress Time Limit for PhD-Students and PhD-Candidates

Students enrolled in the PhD Programme are normally expected to complete all degree requirements within four years of admission. In some circumstances, a fifth and possibly sixth year may also be added to the programme if permitted by the DGPC as well as Dean of School. Students enrolled in the PhD programme are expected to clear the Comprehensive or Qualifying Examination by the end of their first calendar year. DGPC may allow a maximum of two attempts to clear the examination. Students unable to clear this examination in their second attempt are separated from the programme. The two attempts must be continuous; exceptions must have the approval of the DGPC and Dean SBASSE.

All students admitted to the programme must clear the GRE Subject or NTS GAT Subject Test (as per HEC requirement) if not already taken. A minimum score of 60th percentile must be obtained
In their **first calendar year**, the students must:

- Enrol in at least two graduate level courses in their area of specialization
- Attempt the Comprehensive Examination for the first time

To achieve the "PhD Candidate" status, PhD Students must submit a formal research proposal to their PhD committee and defend it successfully. This activity must be completed by the end of the student's second calendar year. Upon acquiring PhD candidacy, the remaining semesters are devoted to carrying out full-

time thesis research work. Students may also enroll in one or more courses as recommended by their PhD supervisor or committee. At the culmination of research work, study results must be compiled in the form of a dissertation (the "PhD Thesis") which is defended by the candidate and evaluated by three independent international experts (as per the recommendation of Higher Education Commission of Pakistan) in addition to the Final Defense Committee (FDC).

3.9 Graduation Requirements

The minimum requirements for the award of the PhD degree are summarized below:

1. At least 42 credit hours need to be taken.
2. GPA Requirement: Minimum CGPA of 3.0.
3. PhD Comprehensive Examination: To be completed by the end of the third semester.
4. PhD proposal defense: To be completed within the first two calendar years of admission.
5. Seminars: Minimum of two required during the entire duration of PhD study.
6. Teaching: Must be involved in teaching two courses. See 3.7.13.
7. Publications: A minimum of one good-quality first author journal publication.
8. Residency requirements: At least two years of physical presence at LUMS.
9. Review of the written PhD Thesis document, from reputed international experts with a minimum of two 'positive' reviews as determined by the majority vote of the FDC.
10. Final Thesis Defense: Pass in oral defense by the FDC, with a maximum of one dissenting vote.
11. Approval of the written PhD Thesis document by the FDC, with a maximum of one dissenting vote.
12. PhD candidates may apply for graduation by submitting Graduation Audit Form (GAF) through their Zambeel self-service.

4. SBASSE Common Policies for MS Students, PhD Students and PhD Candidates

4.1 Academic Advisors

At the time of admission, all MS students are assigned an academic advisor by their department. The purpose of the academic advisor is to mentor the student, guide him/her through the different stages of the programme and provide general advice and support in all academic and career related matters. Students are admitted to the PhD programme under a particular PhD supervisor, who is a faculty member associated with the research area most relevant to the student's interest. This faculty member supervises the student's thesis work; and also serves as his/her academic advisor.

Academic advisors and supervisors are required to declare their association with a graduate student by filing the relevant form, RO-C1 form. All graduate students are expected to consult their academic advisor frequently.

4.2 Leaves of Absence

A leave of absence means that a graduate student is allowed to maintain student status at LUMS without registering for a semester. After receiving a recommendation from the academic advisor, the DGPC must formally approve a leave of absence. A graduate student who does not register for a regular semester without prior approval of the Semester-Off status by the DGPC may be separated from the graduate programme. Deadline for submitting leave of absence applications is the same as the Add/Drop deadline of that semester.

4.3 MS-Students

Under exceptional circumstances, for example severe illness, the affected student can take a maximum of two semesters off. Such leave of absence is initiated by the academic advisor and is subject to approval of the DGPC.

A student can apply for leave by filing the relevant form. As part of the leave application, the student needs to submit a plan of study including the following information:

- Letter graded courses already taken by the student.
- Courses the student will take after returning from the leave to complete the graduation requirements, and the semester(s) in which the student plans to take these courses.

This plan of study is used to verify if the student can complete coursework for graduation in the required time period. Given that most of the courses (including core courses) are not offered every semester, it is important that student and the DGPC know the impact of the leave in terms of graduation delay. For example, a leave for one semester may delay the graduation for a year. If the application is approved, the student can take the semester off, which means that the student does not have to pay the semester registration fee to continue at LUMS. **A semester taken off does count towards the two-year duration of the MS programme.**

4.4 PhD Students and PhD Candidates

PhD students and PhD candidates may not take any semester off (including the summer semester) except by the consent of their PhD supervisor and a formal approval of the DGPC by applying for the leave through the relevant form.

PhD students and PhD candidates are expected to work as full-time employees with days off only on official holidays (no days off during semester breaks or summer). Students must seek written permission of their PhD supervisor(s) and DGPC if they wish to take additional breaks.

4.5 Funding

There are different types of funding sources available for graduate students. All PhD students are provided financial support in the form of a tuition waiver as well as a monthly stipend which may be generated through different sources such as Research/Teaching Assistantship (see below). **Maximum duration of such financial support for PhD students is four years and it covers registration for Fall, Spring as well as Summer semesters.**

4.6 Graduate Research Assistantship (GRA)

A Graduate Research Assistantship (RA) can be given only to students enrolled in the PhD programme. For a student to get selected for as GRA, s/he must be sponsored by a PhD supervisor. The PhD supervisor has the authority to suspend the GRA in case of inadequate academic or research performance. However, the suspension of GRA has to be ratified by the DGPC. GRA consists of a monthly stipend, and also requires both residency and full-time student status. Students must maintain a CGPA of at least 3.0 for continuation as Graduate Research Assistants.

4.7 Teaching Assistantship

A Teaching Assistantship (TA) can be awarded to any graduate student. This selection is based on curricular needs and academic performance of the student as assessed by the department. A TA award consists of a

monthly stipend and requires full-time student status. Teaching Assistantships may be full-time or part-time. To apply as a TA, the student should contact the respective Graduate Programme Coordinator before the start of the semester. Students working as Teaching Assistants must maintain a CGPA of at least 3.0 for continuation of funding.

4.8 Work Restrictions

Full-time graduate students are not allowed to work more than 20 hours per week. PhD students or candidates funded by LUMS are not allowed to take on additional employment off campus.

4.9 Residency Requirements for Funding

To fulfil the residency requirement, the student must be based physically at LUMS or at the research site and should come regularly to the campus. Students who travel away from LUMS to attend academic activities (e.g., conferences, workshops) can take up to 15 days (including weekends) to return. Under exceptional circumstances (e.g., a month-long workshop), this requirement may be relaxed but only after the approval of the academic advisor and the DGPC.

4.10 Transfer of Credits

Incoming MS students who have earned some credit hours beyond their completed BS degree and PhD Students with credit hours earned beyond their completed MS degree may be allowed to transfer some of these credit hours to their degree programme at LUMS. The maximum credit hours that may be transferred to an MS or PhD programme are given in Table1.

Table 1: Maximum number of credit hours that can be transferred to MS/PhD degree programmes at LUMS

Degree	Entry Status	Total LUMS Credit Hour Requirement	Maximum Transferable Credit Hours	Minimum Credits to be completed at LUMS
MS	16 years of education culminating in a Bachelor's degree. Some coursework done beyond Bachelor's degree.	30	9	21
PhD	18 years of education culminating in a Master's degree. Some coursework done beyond the Master's degree.	42	9	33

4.10.1 Rules Governing Transfer of Credits

The cases for transfer of credits are handled by the Departmental Graduate Programme Committee (DGPC).

The following rules are used as general guidelines by the DGPC in deciding the eligibility for transfer of credits:

- Students can apply for transfer of course(s) that may or may not have a comparable LUMS counterpart. In case the request for transfer is for a course that has a comparable LUMS counterpart, the student must mention it on the relevant form. In case a student wishes to transfer

course(s) that do not have a significant LUMS counterpart, the DGPC bases its decision on whether the course fits in with the overall philosophy of the degree programme or not.

- The student must have taken those courses while enrolled as a graduate student. Only those courses which yield credit towards a graduate degree may be considered for transfer. No transfer credit is given for correspondence courses.
- Only those courses are considered for transfer in which a student has secured at least a B grade (70% or a grade point of 3.0).
- Courses must have been taken at an HEC-recognized institution. The DGPC may consider well-known foreign universities as well.
- Courses taken in quarter system can be transferred by roughly dividing the quarter units by 1.5. The final determination of the number of transfer credits awarded rests with the DGPC. Transfer from annual system is handled on a case-by-case basis, taking into account the course contents covered.
- Transferred credits may count towards degree requirements, but do not count towards the CGPA of the student at LUMS.
- Research Credits, MS Project, MS Thesis, PhD Qualifying Examination, PhD Thesis, Independent Studies, Seminar Courses and non-coursework credits cannot be transferred.

The respective DGPC decides which courses are transferable and if required, contacts the student for additional information. Students may be asked to appear in an interview in front of the committee.

4.10.2 Process of Applying for Transfer of Credits

Students should follow these steps to apply for transfer of credits:

- Obtain official course outlines of the courses they wish to transfer.
- Look through LUMS course outlines and match the courses they wish to transfer with classes offered at LUMS. For all such courses, indicate the equivalent course on the transfer form.
- Identify courses that do not have a LUMS counterpart, but they still wish to transfer them, and indicate so on the transfer form.
- Attach the course outlines of the courses to be transferred with the relevant form along with a copy of the transcript from the University where these courses were taken.

Students may apply for transfer of credits at any time during their first semester. DGPC, however, processes the requests for transfer of credits at the beginning of the Fall and Spring semesters only. Students must file their complete application and required supporting documents on or before the first day of classes of a semester in order for their transfer of credit cases to be considered for that semester. Please refer to *Routing Process for Graduate Forms* for instructions on filing graduate forms.

4.10.3 Inter-School and Inter-Department Transfers

An MS student from another LUMS School may transfer to an MS programme offered by SBASSE. Similarly, a PhD Student from another LUMS School may transfer to a PhD programme offered by SBASSE. However, students wishing to transfer must apply to the new programme through the Office of Admissions and take the SBASSE Subject Test or GRE Subject Test in the discipline of the new programme.

Both types of transfer cases are reviewed by the DGPC of the new programme. Upon a positive review, the DGPC recommends the case to Dean, SBASSE who may approve or reject the case. The decision of the Dean is final. Transferred students are required to complete all degree requirements of their new programme; they may be able to transfer credits from their old programme into their new programme.

4.11 Grievance Resolution

Graduate students unsatisfied with a certain process, activity, decision or behaviour are encouraged to bring it to the attention of their academic advisor. If the issue remains unresolved, or in case the grievance is against the advisor, the matter should initially be referred to the DGPC. If the issue still persists or if there is a conflict of interest, the student should then consult the department chair, and if necessary, the Dean. The decision of the Dean is considered final.

Useful Contacts		
Designation	**Name**	**Email ID**
Graduate Programme Committee Convener	Dr. Muhammad Usman	usman@lums.edu.pk
Manager, Academic Affairs' Office	Nouman Baig	nouman.baig@lums.edu.pk
School Coordinator, Graduate Programmes	Ayesha Ikram Butt	ayesha.ikram@lums.edu.pk
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Department Graduate Programme Coordinator	Dr. Aziz Mithani	aziz.mithani@lums.edu.pk
Department Coordinator	Iqra Manzoor Qadir	iqra.manzoor@lums.edu.pk
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Department Graduate Programme Coordinator	Dr. Muhammad Saeed	muhammad.saeed@lums.edu.pk
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Department Coordinator	Samreen Fatima	samreen.fatima@lums.edu.pk
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Physics		
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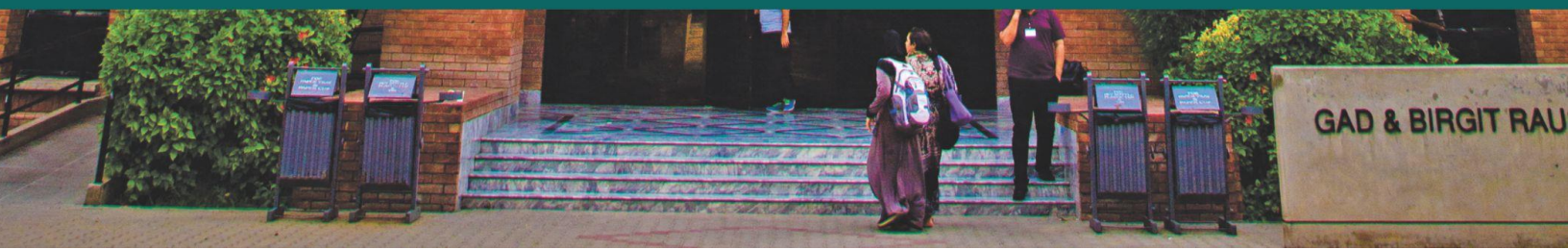
Department Graduate Programme Coordinator	Dr. Rafi Ullah	rafiullah@lums.edu.pk
Department Coordinator	Muhammad Arshad Maral	arshad.maral@lums.edu.pk

Syed Ahsan Ali and Syed Maratib Ali School of Education (SOE)



SYED AHSAN ALI & SYED MARATIB ALI SCHOOL OF EDUCATION

Dean's Message

The Syed Ahsan Ali and Syed Maratib Ali School of Education (SOE), through its MPhil in Education Leadership and Management, aims to build a community of reflective leaders and change makers that unite in their commitment to spearhead education reform. In the midst of a most unusual year, we have not only created an empathetic community of inquiry and support, but also strived for academic excellence.

In the academic year 2021-2022, we welcomed the inaugural cohort for our Executive MPhil Education Leadership and Management programme – a body of 36 diverse, motivated working professionals. From teachers, non- profit leaders and policy makers to entrepreneurs, this student body that is 75% female, features diversity across experience, region, age, socio-economic background and interests. Our MPhil ELM cohort of 47 students embody similar values of leadership and motivation – 79% female and committed to creating a positive change in the education sector.

Our third cohort of students is graduating in May 2022. Through the final semester practicum, students were embedded in a semester-long 'residency' rooted in field-based research. Groups of students were placed in 11 educational organizations with impact, to work on a mission critical problem of practice. Through a strategic, student-led project, our students are not only in the process of producing an analytical and reflective capstone for the MPhil programme, but have been successful in developing research-based solutions to challenges encountered in the field.

The Policy, Politics and Governance minor was launched in Fall 2021. Through 15 diverse and innovative undergraduate courses offered across two minors at SOE, undergraduate students got the opportunity to engage in education discourse and broaden their understanding of foundational issues such as education and social justice, teaching and learning, and education policy and practice. This year we are excited to launch a minor in Curriculum and Instruction for Fall 2022, that is aimed to provide students with the opportunity to develop skills for course design, lesson planning, course delivery and assessment of student learning.

SOE is rapidly growing. With each incoming cohort of students, we have also welcomed faculty who can add value to our programs and offer their disciplinary expertise to our students. Faculty at SOE has since supervised 42 practicum projects for MPhil students, independent research and senior projects for students across LUMS. This year, we launched two cohorts of the Certificate in School Leadership and Management with participants from across schools in Punjab, designed a collaborative project on teacher training in pedagogical approach with leading industry specialists and led a Leadership and Management training of VCs with Punjab Higher Education Commission (HEC). SOE also launched a short academic course on 'Philosophy of Education' and an in-person certificate programme on "Integrating Technology in Education".

The SOE Career Placement Programme in its third year, has allowed our students to undergo a comprehensive, skills-based professional training. In March 2022, our students got the opportunity to polish their interview skills through 'mock interviews' with 14 industry specialists – providing them critical feedback on interview structure, style and communication skills.

We at SOE, have actively worked with educators, researchers, policy makers and other strategic stakeholders to catalyse change in the educational landscape. Moreover, our students, faculty, staff and alumni have risen to meet the continued challenges of the pandemic with ingenuity and dexterity. I am looking forward to seeing our graduates become resilient and reflective leaders, who will shape a reimagined education reform agenda for Pakistan.

Dr Faisal Bari

Dean

Syed Ahsan Ali & Syed Maratib Ali School of Education

1. Graduate Programme Policies

Syed Ahsan Ali & Syed Maratib Ali School of Education (SOE) offers two flagship programmes; MPhil Education Leadership and Management and Executive MPhil Education Leadership and Management.

Various administrative offices all over LUMS assist graduate students in their academic pursuits. However, each student is ultimately responsible for understanding and complying with all the information, policies, procedures and deadlines listed in this Handbook. Each student is also responsible for meeting all course, credit and GPA requirements for graduation. These policies may be modified periodically to keep up with global trends and best practices.

1.1. Departmental Graduate Programme Committee (DGPC)

The Graduate Programme Committee of the School of Education is constituted by the Dean of the School at the beginning of each academic year for a period of one year. For the academic year 2022-2023, the Dean will constitute the committee in Fall 2022. The DGPC, chaired by the Director Academic Programs, oversees the programme and implements its policies and procedures, including all admission decisions to the programme, monitoring student progress, coordination with the Office of the Registrar to take appropriate actions such as placing a student on probation, terminating them from the programme, and re-admitting students separated from the programme. DGPC is expected to review all policies and procedures of the MPhil ELM and Executive MPhil ELM graduate programmes continuously and recommend necessary changes.

1.2. Director Academic Programmes (DAP)

The Dean of the School appoints one faculty member who serves as a dedicated Director Academic Programs (DAP). The DAP is responsible for administering all aspects of the academic programmes offered by the School of Education and convenes regular meetings of the DGPC to oversee the graduate programme. The DAP advises all graduate students on course selection and other academic matters. Other graduate student matters including complaints and grievances and further processing of graduate student forms are also handled by the DAP. The DAP also assigns a separate MPhil Capstone committee to all students keeping in view research interests of faculty and students. Dr Tayyaba Tamim will serve as the Director Academic Programs (DAP) for the AY 22-23.

1.3. Routing Process for Graduate Students

Graduate students will be required to file several forms pertaining to various routine as well as unexpected academic issues throughout the duration of their programme. Forms can be accessed at: http://portal.lums.edu.pk/RegistrarOffice/default.as

2. Graduate Programmes

Syed Ahsan Ali & Syed Maratib Ali School of Education (SOE) offers two flagship programmes: MPhil Education Leadership and Management and Executive MPhil Education Leadership and Management. The MPhil Education Leadership and Management (ELM) is a two-year programme aimed at producing a new class of educational leaders that will provide strategic direction to the fast-growing education sector of Pakistan.

The Executive MPhil Education Leadership and Management is a two-year weekend programme designed for goal-oriented and seasoned professionals. This programme allows students to experience the immersive and collaborative environment at SOE and LUMS while balancing other commitments. The rigorous curriculum and collaborative learning combine to ensure students will become thoughtful leaders in the education landscape.

2.1. MPhil ELM Programme

Syed Ahsan Ali and Syed Maratib Ali School of Education at LUMS offers a 2-year 36-credit MPhil Education Leadership and Management programme structured around six key components:

- Grounding in analytical methods and tools for empirical analysis and engagement with education practice
- Introduction to leading methodological and theoretical debates from multiple disciplines that shape the education sector
- Core emphasis on leadership theory and application in the education space
- Critical understanding of research driven models of school effectiveness and improvement in K-12 settings, including curriculum development, teaching and learning
- In-depth exploration of policy issues affecting education in Pakistan
- Targeted research and field-based Practicum that will build on academic training and field exposure, resulting in a final capstone

2.1.1. Credits and GPA Requirements

The MPhil ELM programme requires the completion of a minimum of 36 credit hours, including 27 credit hours of both taught and field-based interdisciplinary coursework along with 9 credits hours of the Practicum. All students must maintain a minimum CGPA of 2.50 at the end of each semester and at the time of graduation.

Course Plan for MPhil ELM

First Semester, Fall	
EDU 510 Interdisciplinary Theoretical Perspectives on Education	3 credits
EDU 540 Leadership: The Politics of Change	3 credits
EDU 560 Research Methods	3 credits
EDU 590 Observing Schools	1 credit
EDU 693 Academic Writing	1 credit
Second Semester, Spring	
EDU 541 School Effectiveness and Development	3 credits
EDU 561 Applied Data Analysis	3 credits
EDU 562 Data Lab	1 credit
Elective 1	3 credits

Third Semester, Fall	
EDU 690 Practicum Proseminar	3 credits
Elective 2	3 credits
Elective 3	3 credits
Fourth Semester, Spring	
EDU 691 Practicum	6 credits
Total	**36 credits**

Electives for MPhil ELM

EDU 512 The Arts and Education	3 credits
EDU 513 Learning Crisis and Education Systems	3 credits
EDU 522 Inclusive Education: Rethinking the Other	3 credits
EDU 523 Cognition and Computers	3 credits
EDU 552 Education for Sustainable Development	3 credits
EDU 563 Ethnography for Education Policy	3 credits
EDU 613 Education for Social Justice	3 credits
EDU 614 Reconceptualizing Curriculum with the Arts	3 credits
EDU 61X What does it mean to 'be educated'?	3 credits
EDU 622 Educators' Seminar Series: Special Topics in Teaching and Learning	3 credits
EDU 623 Effective Teaching and Learning in Higher Education	3 credits
EDU 625 Early childhood Education	3 credits
EDU 626 Slow looking: The practice of learning through careful observation	3 credits
EDU 627 Understanding the Diversity in Disability	3 credits
EDU 643 Contemporary Management Concepts in Educational Leadership	3 credits
CS 5613 Human Computer Interaction Design	3 credits
MBA 6060 Managing Workplace Diversity	3 credits
MBA 6324 Strategic Management of Non-profit Enterprises	(1.5 each)

Course Break-Down

Course Type	Credits	Number of Courses
Core	15	5 (3 credits each)
Elective	9	3 (3 credits each)
Field/Lab/Workshop	3	3 (1 credit each)
Practicum Proseminar	3	1
Practicum	6	1
Total	**36**	**13**

2.1.2. MPhil Practicum

The Practicum is a mandatory, intensive semester-long "residency" or internship rooted in field-based research during which students are placed in one of several educational organizations partnered with SOE. These partners operate in a variety of domains within educational service delivery including the public, private and non-profit sector. The Practicum gives students real-time exposure to challenges in education leadership and management while they are still in training, encouraging them to address these issues by developing research-based solutions to problems encountered in the field. In preparation for this immersive field intervention, all MPhil students take a mandatory 3 credit course (EDU 690 Practicum Proseminar) in Practicum planning and development alongside a faculty mentor. This course and the Practicum itself build on previous courses in theory, methods and techniques and on school exposure that students gain through their field visits. A highlight of Proseminar is a series of partner meetings held with the students both at LUMS School of Education and the partner organization where high ranking representatives from every practicum organization meet with the respective student group to immerse, discuss and familiarize with the details and scope of the project for the forthcoming practicum, which is then student led with faculty oversight working on a strategic project, involving a problem of practice deeply rooted and embedded in research.

2.1.3. MPhil Capstone Exercise

The final product of the Practicum is a mandatory capstone assignment. It is underpinned by a philosophy of research-based practice-oriented critical thinking about pressing education issues. Further, it encompasses an analytical and reflective narrative of the strategic project undertaken by the student, including all the necessary components of good research, a critical survey of existing academic literature, analysis based on primary data, and conclusions in the form of student reflections, lessons, and recommendations.

The capstone exercise is not restricted to a standard dissertation format. Instead, it includes education practice innovations in formats beyond writing; technology-based pilot projects; and/or policy analysis reports. This final product will demonstrate the student's ability to identify challenges, develop strategies to address them, and clearly communicate their analysis and recommendation. The final stage of the practicum is the oral defence phase where the students will present their project in front of faculty and their peers. For these reasons, students must complete their Capstone, and are not allowed to substitute it with coursework. The final product will be examined by the committee to assign appropriate credit.

2.2. Executive MPhil ELM Programme

Syed Ahsan Ali and Syed Maratib Ali School of Education at LUMS offers a 2-year 36-credit weekend based Executive MPhil Education Leadership and Management programme structured around four key components:

- Grounding in analytical methods and tools for empirical analysis and engagement with education practice leading methodological and theoretical debates from multiple disciplines that shape the education sector
- Core emphasis on leadership, management and education theory and their application in the education space
- In-depth exploration of policy issues affecting education in Pakistan
- Targeted research and field-based Practicum that will build on academic training and field exposure, resulting in a final capstone.

2.2.1. Credits and GPA Requirements

The Executive MPhil ELM programme requires the completion of a minimum of 36 credit hours, including 27 credit hours of both taught and field-based interdisciplinary coursework along with 9 credits hours of the Practicum. All students must maintain a minimum CGPA of 2.50 at the end of each semester and at the time of graduation.

Course Plan for Executive MPhil ELM

First Semester, Fall	
EDUX 510 Interdisciplinary Theoretical Perspectives on Education	3 credits
EDUX 540 Leadership: The Politics of Change	3 credits
EDUX 560 Research Methods	3 credits
EDUX 590 Observing Schools	1 credit
EDUX 693 Academic Writing	1 credit
Second Semester, Spring	
EDUX 541 School Effectiveness and Development	3 credits
EDUX 561 Applied Data Analysis	3 credits
EDUX 562 Data Lab	1 credit
Elective 1*	3 credits
Third Semester, Fall	
EDUX 690 Practicum Proseminar	3 credits
Elective 2*	3 credits
Elective 3*	3 credits
Fourth Semester, Spring	
EDUX 691 Practicum	6 credits
Total	**36 credits**

Electives for Executive MPhil ELM

EDUX 512 The Arts and Education	3 credits
EDUX 522 Teacher Education: Comparative & Critical Perspectives	3 credits
EDUX 613 Education for Social Justice	3 credits
EDUX 623 Effective Teaching and Learning in Higher Education	3 credits
EDUX 627 Understanding the Diversity in Disability	3 credits
EDUX 643 Contemporary Management Concepts in Educational Leadership	3 credits
EDUX 644 High Impact Professional Skills in Educational Leadership	3 credits

**Note: The electives course for Executive MPhil programme are still under development and will be available once they are finalized. Students will be informed in a timely manner so as to ensure there are no enrolment delays in the electives.*

Course Break-Down

Course Type	Credits	Number of Courses
Core	15	5 (3 credits each)
Elective	9	3 (3 credits each)
Field/Lab/Workshop	3	3 (1 credit each)
Practicum Proseminar	3	1
Practicum	6	1
Total	**36**	**13**

2.2.2. Executive MPhil Practicum

The Practicum is a mandatory, intensive semester-long "residency" or internship rooted in field-based research during which students are placed in one of several educational organizations partnered with SOE. These partners operate in a variety of domains within educational service delivery including the public, private and non-profit sector. The Practicum gives students real-time exposure to challenges in education leadership and management while they are still in training, encouraging them to address these issues by developing research-based solutions to problems encountered in the field. In preparation for this immersive field intervention, all Executive MPhil students take a mandatory 3 credit course (EDUX 690 Practicum Proseminar) in Practicum planning and development alongside a faculty mentor. This course and the Practicum itself build on previous courses in theory, methods and techniques and on school exposure that students gain through their field visits. A highlight of Proseminar is a series of partner meetings held with the students both at LUMS School of Education and the partner organization where high ranking representatives from every practicum organization meet with the respective student group to immerse, discuss and familiarize with the details and scope of the project for the forthcoming practicum, which is then student led with faculty oversight working on a strategic project, involving a problem of practice deeply rooted and embedded in research.

2.2.3. Executive MPhil Capstone Exercise

The final product of the Practicum is a mandatory capstone assignment. It is underpinned by a philosophy of research-based practice-oriented critical thinking about pressing education issues. Further, it encompasses an analytical and reflective narrative of the strategic project undertaken by the student, including all the necessary components of good research, a critical survey of existing academic literature, analysis based on primary data, and conclusions in the form of student reflections, lessons, and recommendations.

The capstone exercise is not restricted to a standard dissertation format. Instead, it includes education practice innovations in formats beyond writing; technology-based pilot projects; and/or policy analysis reports. This final product will demonstrate the student's ability to identify challenges, develop strategies to address them, and clearly communicate their analysis and recommendation. The final stage of the practicum is the oral defence phase where the students will present their project in front of faculty and their peers. For these reasons, students must complete their Capstone, and are not allowed to substitute it with coursework.

The final product will be examined by the committee to assign appropriate credit.

3. Academic Honours and Awards

3.1. NMF Gold Medal

On the completion of the Programme, participants are ranked according to their academic performance. At the time of graduation, the top student with the highest CGPA which should not be below 3.90 is awarded the NMF gold medal. Please refer to 'Academic Honours at LUMS' under the section graduate programme policies and regulations.

3.2. Dean's Honour List

At the time of graduation, students who have a CGPA of 3.70 or above, and fall in top 15% of the batch are placed on the Dean's Honour Roll. Such students are acknowledged with remarks "Placed on Dean's Honour Roll" mentioned on the transcript. They also receive a plaque as recognition.

3.3. Capstone Distinction

Based on the performance of students in capstone exercise, top three student groups are given Capstone Distinction Award. The faculty nominates the student groups for this award. Such students are acknowledged with a certificate. There is a room for exceptions if more than three groups meet the mark.

3.4. Shaila and Tahir Andrabi Leadership and Service Award

A key component of both MPhil Education Leadership and Management and Executive MPhil Education and Leadership and Management degrees is its emphasis on leadership theory and application in the real-world setting. To acknowledge students for demonstrating their leadership skills beyond the classroom, Shaila and Tahir Andrabi Leadership and Service Award is given to one student from each graduating batch. The recipient of the award is acknowledged with a medal and certificate.

4. General Policies and Regulations at SOE

4.1. Enrollment in Additional Graduate/Undergraduate Courses

As per standard LUMS academic policy, students may enroll in a number of additional courses provided that they can manage their own workload and the additional courses do not clash with the timings of the MPhil and Executive MPhil classes. Students' end of semester GPA will be calculated on the basis of all credit hours attempted - and not MPhil and Executive MPhil course credits alone. There will be a fee implication for every extra credit above the 36 credits in the programme. Students enrolling in courses beyond the 36 credits of the programme will be charged at the standardized per credit hour rate for graduate students.

4.2. Course Audit Policy

SOE graduate students may also choose to officially audit courses offered across the university. For auditing a course, please note that students are required to submit a Course Audit form to the department a month before the start of the semester. In addition to the general course audit policies mentioned in this handbook, SOE graduate students will incur a 20% (per credit hour) fee for auditing any course beyond 36 credit hours of the MPhil and Executive MPhil programmes. The credit hour fee will be charged at the standardized per credit hour rate for graduate students. This rate applies for both undergraduate of graduate elective courses that students choose to enroll in.

For students on Financial Aid, any additional course credits beyond the 36 programme credits will not be covered under the financial aid policy.

4.3. Teaching Assistantship

A part-time Teaching Assistantship (TA) consists of a monthly stipend and requires full-time student status. The number of TA positions available in a particular year depends on the curriculum needs of the School of Education. TAs are selected based on their overall academic performance. Students that have already taken a previous iteration of the course will be preferred. To apply for the TA award, the student should submit their application on Zambeel within the deadline communicated by RO.

4.4. Research Assistantship

Part-time Research Assistant (RA) positions are also available for graduate students depending on faculty's research requirements. Such opportunities will be advertised to students as and when they become available and will comprise of a monthly stipend. Students are encouraged to seek these opportunities directly from faculty as well.

4.5. Work Restrictions

The graduate curriculum at SOE is quite intensive and to ensure students are able to meet the demands of the programme academically, full-time graduate students employed by LUMS are not allowed to work more than 20 hours per week.

4.6. Academic Progress Time Limits

All students are expected to complete the MPhil ELM and Executive MPhil ELM within 3 years of enrollment, with an additional year of extension on the basis of a convincing application. Exceptional circumstances that contribute to this leave of absence shall be considered on a per-needs basis. If coursework is dropped for one semester, it will have to be repeated in the same semester in the following academic year, such that each cohort (incoming class) continues to move together towards its main deadlines of Practicum Pro-Seminar and Practicum. **So, in effect, coursework will be dropped for the entire year.**

4.7. Transfer Policy

There is no provision for transferring from SOE into other Schools at LUMS.

Additionally, transfer of credits or migration from another programme to the LUMS SOE MPhil and Executive MPhil Programmes is not allowed. All admitted students regardless of having an advanced degree will begin the programme as a first-year student. Since the programme structure is fixed, transfer of credits or migration between schools is not possible.

4.8. Academic Advising

Academic advising is an important part of students' academic trajectory at SOE, particularly due to the many components of the MPhil and Executive MPhil that the student must successfully navigate. A faculty advisor will be appointed to each student by the Dean at the start of the programme in order to support students in their academic pursuits, provide mentorship and guidance through the different stages of the programme -including academic coursework, field engagement, research, and practicum placement- and provide general advice in all academic and career related matters.

SOE faculty will be expected to schedule meetings with their assigned student at least once each semester, either during or outside of scheduled office hours. Students too are encouraged to consult regularly with their Academic Advisor about their academic progress throughout the programme.

In order to provide support to students, SOE faculty will:

- Provide assistance with interpretation of academic policies and procedures with regards to the curriculum, graduation requirements, university policies, etc.
- Stay informed of current and changing rules, regulations and programme requirements and provide accurate and consistent information to advisees in order to promote academic progress
- Advise on student's academic plan, choice of electives, practicum placement, capstone thesis and career opportunities consistent with the student's programme requirements, objectives, abilities and interests
- Monitor student progress toward educational goals and keep accurate, up-to-date records of academic progress via the online portal (Zambeel)
- Raise an early alarm in case the student's academic performance declines in any semester, with special attention paid to students placed on academic probation.
- Refer students to other institutional resources when academic, attitudinal, or other personal problems require intervention by other professionals, e.g., Student Advising Unit, Office of Student Affairs, Department Programme Coordinators, Student Counsellor, etc.
- Create and maintain an interactive environment encouraging mutual trust and open communication.
- Students at SOE are expected to fulfil the following responsibilities for successful advisement:
- Learn requirements of academic programme, semester deadlines and student policies.
- Regularly schedule consultations with Academic Advisor
- Communicate openly and honestly with academic advisor regarding issues that affect student's educational goals and academic performance
- Maintain a professional relationship with academic advisor by arriving on time; being prepared for appointments, and calling ahead to reschedule if needed
- Consult with advisor on issues related to academic progress, a change in course schedule, internships or part-time work, withdrawal from courses, or withdrawal from the university
- Maintain a file with relevant academic materials and follow through with academic advisor's recommendations.
- Take responsibility for actions and decisions that affect academic progress.

4.9. Separation and Readmission

4.9.1 Separation from the Programme

Students who receive an F grade in a core course will be separated from the programme. All MPhil ELM and Executive MPhil ELM students must also maintain a CGPA of at least 2.50 at the end of each semester and at the end of the programme to remain in good academic standing. If a student's CGPA falls below 2.50 at the end of any given semester, he/she will be separated from the programme.

4.9.2 Readmission in the Programme

A student who withdraws from the programme in good academic standing may apply to the Office of Admissions with the approval of the DGPC for readmission by the deadline communicated by the university. The DGPC will make a recommendation regarding readmission on a case-by-case base. If the readmission application is approved, an applicable 'readmission fee' will be charged.

4.9.3 Re-admission after Separation

Students separated from the MPhil and Executive MPhil programmes may be considered for readmission on the recommendation of the DGPC. A student is allowed to be re-admitted only once. The readmission conditions of such students will be determined by the DGPC. Courses with **B- grade** or above will be given as credits on readmission. All courses taken by a student at LUMS will show on the transcript, even if the student has been readmitted. In case of readmission, the student must finish the graduate programme within the maximum allowable time from the original date of joining LUMS.

4.9.4 Online Clearance Process after Withdrawal or Separation

For details, please see **"Online Clearance"** in "Finance and Accounts" under Administrative Departments section.

4.10. Grievance Resolution

Graduate students unsatisfied with a certain process, activity, decision or behaviour are encouraged to bring it to the attention of their Academic Advisor. If the issue still persists or if there is a conflict of interest, the student should then consult the Director Academic Programmes, and if necessary, the Dean. Each case will be routed to the appropriate committee/department for review.

Useful Contacts		
Designation	**Name**	**Email ID**
Dean	Dr Faisal Bari	bari@lums.edu.pk
Director Academic Programmes	Dr Tayyaba Tamim	tayyaba.tamim@lums.edu.pk
Programme Associate - Academics	Quratulain Babur	quratulainb@lums.edu.pk
Senior Academic Coordinator	Arslan Sajid	arslan.sajid@lums.edu.pk

Administrative Offices

Campus Life & Facilities

ADMINSTRATIVE OFFICES

OFFICE OF THE REGISTRAR (RO)

The Office of the Registrar (RO) handles the academic administration of the University.

Some of the major tasks and functions of this office are:

1. To maintain records and security of student data, academic and personal, using state-of-the-art information management solutions
2. To develop University wide academic calendar entailing detailed timeline for all academic activities throughout the year
3. To update and maintain course catalogues for effective and timely execution of student course registration and enrollments
4. To maintain and implement up-to-date classes' and final exam schedules for smooth conducting of classes
5. To oversee grading of courses, projects, theses, and dissertations
6. To convene the University-wide curriculum committees and act as custodian of all policies and procedures of the academic programmes
7. To publish and update the Undergraduate and Graduate Student Handbooks
8. To process graduation audit and honours & awards at the time of graduation
9. To issue transcripts, clearance certificates and degrees and provide attestation of documents and process educational verification requests by external organizations and other universities
10. To lead the Annual Convocation
11. To liaise with international and national regulatory authorities such as Higher Education Commission (HEC) to enforce and maintain policies and best practices.

Services in point no.9 above may be availed by visiting https://www.roservice.lums.edu.pk
In case of other queries, students may email at helpdeskro@lums.edu.pk

OFFICE OF ADMISSIONS

The Admissions Office is responsible for admissions at LUMS. The university is keen to attract students who are not only academically competent but also have the potential to contribute to the learning environment of LUMS. New students are inducted only once a year i.e. in fall semester. Admission in LUMS is purely merit based.

Important Information:

- Students admitted to LUMS and subsequently require HEC attestation of their Graduate degree must meet the conditions stipulated by the Higher Education Commission (HEC), Pakistan to get their Graduate degree attested. Details are available at the following link: http://hec.gov.pk/english/services/students/Degree%20Attestation%20System/Pages/Degree-Attestation.aspx
- In addition to the conditions stipulated by the LUMS (mentioned in offer letter), students are liable to meet the requirements specified by the Inter Board Committee of Chairmen (IBCC) &/ Higher Education Commission (HEC), Pakistan & /Pakistan Engineering Council (PEC) or any other relevant authority for the verification of their academic credentials. Affairs pertaining to

equivalency/attestation/ verification with IBCC/HEC/ any other organization are handled by students on their own.

OFFICE OF FINANCIAL AID (OFA)

Lahore University of Management Sciences-LUMS has tried its best to make quality education accessible to all students in Pakistan, including those from low and middle-income households. Since its inception, LUMS has disbursed more than PKR 8.9 billion in financial assistance to its students. Currently, approximately 30% of the students at LUMS get some form of financial assistance based on their assessed financial need and merit.

Admission to all Programmes is purely on merit and independent of students' ability to pay the related tuition fees. Once a student is admitted to a Programme, there are several mechanisms in place to provide financial support based on the student's need and merit. All awards are reassessed each academic year. Funds are allocated based on performance, financial need, available resources and prevailing University policies.

LUMS is committed to providing as much financial assistance as possible. Nevertheless, the University may not be able to meet all requests for financial assistance, and it is strongly recommended that applicants secure as much of their own funding as possible.

1. MBA Programme

Attracting applicants from diverse backgrounds, various academic disciplines, and a wide cross-section of industry, the MBA Programme goes beyond academics – the robust curriculum not only equips students with the leading cutting-edge theories and models to foster a deep knowledge of global best practices but also offers a fully immersive experience.

Following are the financial aid options offered in the MBA Programme:

1.1. LUMS Need-Based Interest-Free Loans
1.2. Merit Scholarships
1.3. ADB Japan Scholarship Programme
1.4. Women Scholarship
1.5. MCB-Student Personal Loan (SPL)

Details of all available options are as follows:

1.1. LUMS Need-Based Interest-Free Loans

Financing a student's education is a commitment involving the student, his or her family and our institution. We at LUMS gear all efforts towards assisting as many students as possible within our limited resources. Financial assistance is offered to students with demonstrated needs. LUMS offers interest-free loans to MBA students which cover partial to full tuition fees. These awards are reassessed in each academic year based upon performance and demonstrated financial need. The repayment of these interest-free loans starts six (6) months after graduation with the time period of 3 to 5 years.

LUMS reserves the right to amend, cancel or terminate the awarded Financial Aid in case of any misrepresentation or concealment of facts provided by you. Such misrepresentation or concealment may

also lead to termination of your admission from the Programme. University also reserves the right to recover the awarded amount during the preceding year(s) from the recipient on immediate basis.

1.2. Merit Scholarships

a. 50% tuition waiver to admitted students with a GMAT score of 700 or higher (or GRE equivalent)
b. 50% tuition waiver to admitted top talent based on University merit evaluation. This Merit Scholarship awards cover partial tuition fee for one year only and are awarded to the top three students in admitted batch based on the LUMS admission evaluation ranking for the first year. In the second year, the top 3 students from the returning batch placed on the Dean's Honour List based on their academic performance will be awarded Merit Scholarships.

Note:

1. **In case a student qualifies for both financial aid award and any other scholarship, he/she will receive the higher benefit only.**
2. **All these awards are for One (1) year only and cannot be carried forward to subsequent year(s).**

1.3. ADB Japan Scholarship Programme

LUMS is proud to be the only institute in Pakistan offering the Asian Development Bank-Japan Scholarship Programme (ADB-JSP) through which students can benefit from our highly experiential MBA programme. Under this scholarship scheme, the University in collaboration with ADB-JSP provides ADB's developing members in Asia and the Pacific to pursue postgraduate studies in management at the Suleman Dawood School of Business.

How to Apply?

The applicant necessarily needs to simultaneously apply to the LUMS MBA programme & ADB-JSP.

Who is eligible?

In order to be eligible for the ADB-JSP scholarship, all applicants must also meet the LUMS MBA admission requirements and should apply for ADB at the time of applying for admissions at LUMS. For details regarding LUMS MBA Programme, please visit the following link: https://www.adb.org

1.4. Women Scholarship

Women Scholarship aims to foster, celebrate and advance women's leadership in business. By tapping highly talented young women, we hope to contribute towards building the future of not only their families but also their communities. This scholarship will support female candidates to pursue higher education on merit and will increase the number of women joining the MBA Programme of the Business School. All admitted female applicants will be eligible for a 50% tuition fee waiver.

1.5. MCB Student Personal Loan (SPL)

LUMS has entered into an agreement with MCB Bank Limited through which MCB Bank provides commercial loans to MBA students. The commercial loan facility is pivotal for students who are currently financially unable to afford the cost of tuition and living facilities. This is one of the first ventures of its kind in Pakistan demonstrating LUMS commitment to providing equal educational opportunities to its students.

In case of approval of the loan, the disbursement will be made directly to LUMs on account of the student. MCB and LUMS reserve the right to share details of the outstanding amount of the loan with the student's

employer. All loans are subject to the Bank's internal approvals and MCB Bank reserves the right to approve/disapprove a loan based on its internal assessment.

In case a loan is not approved, students will be required to pay the total fees and expenses of the education themselves.

University reserves the right to amend, cancel or terminate the awarded financial aid in case of misrepresentation or incorrect information provisioning. Misrepresentation may also lead to termination from the programme.

For further detail on financial aid available for graduate programmes, please visit the link https://financial-aid.lums.edu.pk/graduate-financial-aid.

2. Master of Science (MS) Programmes of SDSB

The Master of Science degrees are 1.5 years degree programmes offered by the Suleman Dawood School of Business. They are specially designed programmes of study to equip students with outstanding business education integrated into a speciality area so they can impact defined sectors of the economy.

Following are the financial aid options offered to MS Programmes:

1. LUMS Interest-Free Loans
2. Merit Scholarships
3. Women Scholarship

2.1. LUMS Interest- Free Loans

LUMS offers interest-free loans to students from less privileged backgrounds who, without such assistance, would not be able to attend a university. In Master of Science (MS) Programmes, LUMS Interest-Free loan covers partial to full tuition fees. These awards are reviewed annually based on performance and demonstrated financial need. These loans are to be paid back six (6) months after graduation and within three (3) to five (5) years.

LUMS reserves the right to amend, cancel or terminate the awarded Financial Aid in case of any misrepresentation or concealment of facts provided by you. Such misrepresentation or concealment may also lead to termination of your admission from the Programme. University also reserves the right to recover the awarded amount during the preceding year(s) from the recipient on immediate basis.

2.2. Merit Scholarships

LUMS provides Merit Scholarship Awards to students who have proven their ability to succeed academically. There is no separate application for the scholarship. Students are automatically considered for the award when they apply for admission to LUMS. 75% Merit Scholarships will be awarded to the top three (03) applicants based on admission evaluation.

Note:

1. **In case a student qualifies for both financial aid award and any other scholarship, he/she will receive the higher benefit only.**
2. **All these awards are for One (1) year only and cannot be carried forward to subsequent year(s).**

2.3. Women Scholarship

Women Scholarship aims to foster, celebrate and advance women's leadership in business. By tapping highly talented young women, we hope to contribute towards building the future of not only their families but also their communities. This scholarship will support female candidates to pursue higher education on merit and will increase the number of women joining the Master of Science (MS) Programme of the SDSB. All admitted female applicants will be eligible for 50% tuition fee waiver.

3. Executive MBA Programme

The LUMS Executive MBA (EMBA) offers more than just an education. The programme connects students with the most relevant industry leaders in Pakistan.

Following financial aid options are available for the Executive MBA Programme:

3.1. Women Scholarship
3.2. MCB-Student Personal Loan (SPL)

3.1. Women Scholarships

Women scholarships dramatically change the managerial landscape of Pakistan by grooming the female managers and leaders of business. There is a cultural change in these organisations as women assume leadership roles. Under this scholarship all female applicants admitted to the Programme will be eligible for a 50% tuition fee waiver.

3.2. MCB Student Personal Loan (SPL)

LUMS has an arrangement with MCB to provide educational loans to EMBA students. Kindly refer to point 1.5 for further details.

4. Master of Science (MS) Programmes of SBASSE and MGSHSS

Following are the financial aid options offered to MS Programmes of SBASSE and MGSHSS:

4.1. LUMS Interest-Free Loans
4.2. Merit Scholarships
4.3. Four Basic Sciences Awards (FBS Award)

4.1. LUMS Interest- Free Loans

To make LUMS education accessible, Interest-free loans are offered to MS students which cover partial to full tuition fees. These awards are reassessed in each academic year based upon performance and demonstrated financial need. The repayment of these interest-free loans starts six (6) months after graduation within a time frame of 3 to 5 years.

LUMS reserves the right to amend, cancel or terminate the awarded Financial Aid in case of any misrepresentation or concealment of facts provided by you. Such misrepresentation or concealment may also lead to termination of your admission from the Programme. University also reserves the right to recover the awarded amount during the preceding year(s) from the recipient on immediate basis.

Note: Students may opt to repay the loan amount disbursed during the study tenure or after graduation.

4.2. Merit Scholarships

Merit scholarship awards cover partial to full tuition fees for one year only and are awarded to the shortlisted applicants in each batch based on the LUMS Admission evaluation ranking for the first year. During the subsequent year students are awarded Merit Scholarships based on their academic performance at LUMS.

Coverage of Scholarship Award

The top two students of each batch in each discipline will be awarded Merit Scholarships as follows:

- 1st Position: 100% Tuition Fee waiver
- 2nd Position: 60% Tuition Fee Waiver

Note:

1. **In case a student qualifies for both financial aid award and any other scholarship, he/she will receive the higher benefit only.**
2. **All these awards are for One (1) year only and cannot be carried forward to subsequent year(s).**

4.3. Four Basic Sciences Award (FBS Award)

All students enrolled in the MS programmes of four basic sciences i.e. MS Biology, MS Chemistry, MS Physics & MS Mathematics will be awarded a partial tuition fee waiver.

Note: In case a student qualifies for LUMS Interest-free loan, FBS Award will be adjusted in his/her financial aid package and no additional waiver/loan will be provided.

5. MPhil Education Leadership and Management Programme

School of Education aims to admit students with a diverse set of personal, professional and educational experiences irrespective of their financial circumstances. Admission to the programme will be on the basis of merit alone.

Following are the financial aid options offered;

5.1. Need-Based LUMS Interest-Free Loan
5.2. Merit Scholarship
5.3. MCB- Student Personal Loan (SPL)

5.1. Need-Based LUMS Interest-Free Loan

LUMS offers interest-free loans to students from less privileged backgrounds who, without such assistance, would not be able to attend a university. At MPhil level, LUMS Interest-Free loan covers partial to full tuition fees. These awards are reviewed annually based on performance and demonstrated financial need. These loans are to be paid back six (6) months after graduation and within three (3) to five (5) years.

LUMS reserves the right to amend, cancel or terminate the awarded Financial Aid in case of any misrepresentation or concealment of facts provided by you. Such misrepresentation or concealment may also lead to termination of your admission from the Programme. University also reserves the right to recover the awarded amount during the preceding year(s) from the recipient on immediate basis.

5.2. Merit Scholarships

A merit Scholarship is a form of gift and does not need to be repaid. LUMS provides Merit Scholarship Award to students who have proven their ability to succeed academically. There is no separate application for the scholarship. Students are automatically considered for the award when they apply for admission to LUMS. A merit scholarship is awarded to the top applicants, based on LUMS Admission evaluation ranking. The awarded merit scholarship is for the entire two-year duration of the MPhil Education Leadership and Management (ELM) Programme. The continuation of the scholarship is conditional on the academic performance of the students and shall only be subject to reassessment in case their academic standing drops below a cumulative grade point average of 3.0.

Note: In case a student qualifies for both the financial aid award and any other scholarship, he/she will receive the higher aid benefit.

5.3. MCB Student Personal Loans (SPL)

The collaboration between LUMS and MCB Limited has given the students another opportunity to further their education. MCB provides a commercial loan facility to MPhil students. This loan facility is essential for financially unstable students.

In case of approval of the loan, the disbursement will be made directly to LUMS on account of the student. The markup rate of this facility is Six-month KIBOR + 0%. This rate shall then undergo subsequent resetting on a six-monthly basis on the first working day of every January and July. As per the schedule of fee payment, the amount provided shall be disbursed over a maximum of 4 tranches/modules. The repayment of the loan will commence six (6) months after the completion of the study.

In case a loan is not approved, students will be required to pay the total fees and expenses of the education themselves.

University reserves the right to amend, cancel or terminate the awarded financial aid in case of any misrepresentation or incorrect information provisioning. Misrepresentation may also lead to termination from the Programme.

6. Executive MPhil Education Leadership and Management Programme

This Programme will enable applicants to lead change in education leadership, management, and progress while continuing with their current job.

Following are the financial aid options available:

6.1. Merit Scholarships
6.2. MCB-Student Personal Loan (SPL)

6.1. Merit Scholarships

LUMS provides Merit Scholarships to students who have proven their ability to succeed academically. 100% Merit scholarships are awarded to the top three (3) applicants of the Executive MPhil ELM programme based on admission evaluation.

6.2. MCB Student Personal Loan (SPL)

LUMS has an arrangement with MCB to provide educational loans to SOE students. Kindly refer to point 5.5 (under MPhil section) for further details.

WHEN TO APPLY

First Year

Applicants who will be shortlisted for admission and have given their prior consent to apply for the LUMS Financial Aid (through their LUMS Online Admission Application) will be required to fill out and submit the complete Online Financial Aid section along with all required supporting documents within the stipulated deadline. Independent applications at a later stage are not considered in this regard.

Subsequent Year(s)

Financial aid for students is reassessed every year. In order to continue the financial aid award in subsequent years, students must apply for financial aid on or before the dates specified by the Office of Financial Aid. The process starts at the beginning of each year when students are approached by the OFA to submit the required application forms and documents. Failure to comply with the given deadlines for document submission may lead to the cancellation of financial aid. Adherence to the deadline specified by the Office of Financial Aid is mandatory, otherwise, the application may not be considered for evaluation.

Students who are on financial aid to provide an updated information on their family financials in case of any positive change and get their financial aid readjusted.

Financial Aid Reconsideration on the basis of Special Circumstances

Only those students whose financial situation changes drastically due to unforeseen circumstances (e.g. parent/ guardian separation/divorce, retirement, death, layoff from job etc.) can apply for financial assistance during the year. It is necessary to provide evidence in case of any change in the financial situation happens. Adherence to the deadline specified by the Office of Financial Aid is mandatory, otherwise, the application may not be considered for evaluation.

Fee Installments and Deadline Extensions

Requests for Fee Installment and Deadline Extensions are processed by the Office of Financial Aid (OFA). Students who are unable to pay their University dues, due to financial constraints or any other reason, can apply for the said facility.

The required forms are available on Zambeel during the fee payment period. **Log into Zambeel >> Self-Service >> Apply Fee Extension/Installment**

7. PhD Programmes at SSE

LUMS provides funding to PhD students in terms of scholarships and research assistantships. The University's policy is to admit students purely on merit, regardless of their financial status or background. The PhD Programmes at LUMS offer a full tuition fee waiver to all students on merit. Other types of financial assistance will include a monthly assistance package so that the students devote themselves to full-time studies without fiscal restraints.

Teaching assistantships and stipends to support faculty in research projects are some of the other opportunities that may be available to doctoral students for additional financial assistance, subject to faculty approval. If a student receives funding from another source, the said amount of fee waiver and/ or scholarship allowance given by LUMS would be adjusted accordingly. Please note that the fee waiver and or scholarship funding is approved initially for one year and is renewable based on academic performance.

8. PhD Management at SDSB

LUMS provides funding to PhD students in terms of scholarships and research assistantships. The University's policy is to admit students purely on merit, regardless of their financial status or background. The PhD Programmes at LUMS offer a full tuition fee waiver to all students on merit. Other types of financial assistance will include a monthly assistance package so that the students devote themselves to full-time studies without fiscal restraints.

Teaching assistantships and stipends to support faculty in research projects are some of the other opportunities that may be available to doctoral students for additional financial assistance, subject to faculty approval. If a student receives funding from another source, the said amount of fee waiver and/ or scholarship allowance is given by LUMS would be adjusted accordingly. Please note that the fee waiver and/ or scholarship funding is approved initially for one year and is renewable based on academic performance.

Several additional places on a fee-paying basis are available for applicants passionate to pursue their academic careers in the PhD Management programme. Working professionals are encouraged to apply.

OFFICE OF FINANCE

The Finance Department handles all financial matters related to the Account Receivables, Account payables, Taxation, Treasury, Financial Reporting, Budgeting & Planning.

Account Receivables specifically deals with financial matters pertaining to the students tuition fee/hostel fee/final settlement, maintenance of students Zambeel accounts etc.

Finance Department is responsible for:

- Collection of tuition and on-campus residence charges.
- Issuance of Vouchers.
- Payment of refunds.
- Handling general fees and payment inquiries.
- Student account clearance upon graduation/withdrawal and refund of security.
- Issuance of Advance Tax certificates.
- NOP/ PhD Stipends payments.
- Taking care of financials with respect to; student clubs, societies and expense disbursements etc.

LUMS has five schools and four of them are offering graduate programmes in different disciplines. The details of programmes are as follows:

1. **Suleman Dawood School of Business**
    - EMBA
    - MBA
    - MS Business & Public Policy
    - MS Technology Management & Entrepreneurship
    - MS Healthcare Management & Innovation
    - MS Accounting and Analytics
    - MS Supply Chain and Retail Management
    - MS Financial Management

2. **Syed Babar Ali School of Science & Engineering**
   - MS Physics
   - MS Chemistry
   - MS Biology
   - MS Computer Sciences
   - MS Electrical Engineering
   - MS Mathematics

3. **Syed Maratib Ali & Syed Ahsan Ali School of Education**
   - M. Phil Education Leadership & Management
   - Executive M. Phil Education Leadership & Management

4. **Mushtaq Ahmad Gurmani School of Humanities & Social Sciences**
   - MS Economics (1.5 Years & 2.5 Years)

Each graduate programme has different fee structure. Graduate programmes of SDSB and SOE are based on the standard fee structure, whereas the tuition fees of SBASSE and MGSHSS graduate programmes are based on per credit hour rate.

1. Suleman Dawood School of Business Programmes Fee Structure

Fee Structure – MBA Programme

MBA programme fees is based on standard fees structure and payable in two semesters. The below-mentioned fee structure for FY 2022-23 has already been shared with the students at the time of admission through fee information document.

Particulars	Fall-2022 PKR	Spring-2023 PKR	Total PKR
Tuition Fee	**567,230**	**567,230**	**1,134,460**
Admission Fee	116,840	-	116,840
Registration Fee	33,420	33,420	66,840
SOP	26,660	-	26,660
Reading Material	26,120	26,120	52,240
General Security	41,800	-	41,800
Sub Total Other Fee	**244,840**	**59,540**	**304,380**
Per Semester Fee	**812,070**	**626,770**	**1,438,840**

Furthermore, LUMS website can also be referred to for fee structure details of respective graduate programmes. In case of further fee related queries, kindly contact helpdeskfinance@lums.edu.pk.

Fee Structure – EMBA Programme

EMBA programme fees is based on standard fees structure and payable in three modules. The below-mentioned fee structure for FY 2022-23 has already been shared with the students at the time of admission through fee information document.

Particulars	Module - I PKR	Module - II PKR	Module - III PKR	Total PKR
Tuition Fee	423,700	423,700	423,700	1,271,100
Admission Fee	116,840	-		116,840
Registration Fee	26,580	26,580	26,580	79,740
Reading Material	29,140	29,140	29,140	87,420
General Security	41,800	-		41,800
Sub Total Other Fee	**214,360**	**55,720**	**55,720**	**325,800**
Per Semester Fee	**638,060**	**479,420**	**479,420**	**1,596,900**

Furthermore, LUMS website can also be referred to for fee structure details of respective graduate programmes. In case of further fee related queries, kindly contact helpdeskfinance@lums.edu.pk.

Fee Structure – MS SDSB Programmes

MS SDSB programmes fees is based on standard fees structure and payable in two semesters. The below-mentioned fee structure for FY 2022-23 has already been shared with the students at the time of admission through fee information document, whereas programme wise breakup is given below:

MS - Business and Public Policy
MS - Technology Management and Entrepreneurship
MS - Financial Management
MS – Health Management and Innovation – Weekday

Particulars	Year 1			Total Year-I Fee	Year 2	Total Programme Fee
	Fall - 2022	Spring - 2023	Summer - 2023		Fall-2023	
	PKR	PKR	PKR		PKR	PKR
Tuition Fee	504,204	504,204	126,052	1,134,460	-	1,134,460
Admission Fee	116,840	-	-	116,840	-	116,840
Semester Registration	25,065	25,065	25,065	75,195	25,065	100,260
Reading Material	23,218	23,218	5,804	52,240	-	52,240
General Security	41,800	-	-	41,800	-	41,800
Sub-total - Other Fee	**206,923**	**48,283**	**30,869**	**286,075**	**25,065**	**311,140**
Per Semester Fee	**711,127**	**552,487**	**156,921**	**1,420,535**	**25,065**	**1,445,600**

MS – Accounting & Analytics
MS – Supply Chain Management
MS – Health Management and Innovation - Weekend

Particulars	Year 1			Total Year-I Fee	Year 2	Total Programme Fee
	Module 1	Module 2	Module 3		Module 4	
	PKR	PKR	PKR		PKR	PKR
Tuition Fee	378,153	378,153	378,154	1,134,460	-	1,134,460
Admission Fee	116,840	-	-	116,840	-	116,840
Semester Registration	25,065	25,065	25,065	75,195	25,065	100,260
Reading Material	17,413	17,413	17,414	52,240	-	52,240
General Security	41,800	-	-	41,800	-	41,800
Sub-total - Other Fee	**201,118**	**42,478**	**42,479**	**286,075**	**25,065**	**311,140**
Per Semester Fee	**579,271**	**420,631**	**420,633**	**1,420,535**	**25,065**	**1,445,600**

Furthermore, LUMS website can also be referred to for fee structure details of respective graduate programmes. In case of further fee related queries, kindly contact helpdeskfinance@lums.edu.pk.

Payment Deadlines of Fee Vouchers

MBA/MS SDSB Programmes:

Fall Semester : TBA (Returning Students)
Spring Semester : December 20, 2022
Summer Semester : June 27, 2023

All above mentioned payment deadlines are tentative and subject to change, and the final dates will be communicated to the students at later stage.

EMBA Module:

Payment timeline dates will be communicated to the students at a later stage.

SDSB is providing with an option of deferment to students as per following deferment policy. The concerned student has to be incompliance with the deferment policy while applying for deferment.

Deferment Policy:

- In case a student applies for deferment before the commencement of classes (after SOP) then the Tuition fee and Registration fee will either be refundable or transferable to the year of joining (maximum up to two years). Whereas the Admission fee and Security will be retained as deferment fee that will be adjusted against fee at the time of joining. The student will be required to pay any differential amount in case of a revision in fee.
- In case the student deposited fee prior to the commencement of the upcoming semester/module, the paid amount will be adjusted in next year's fee. Adjustment of dues for students deferring in the middle of the semester/module will not be carried forward to next year. The paid Security will be refunded subject to the clearance of all University dues.
- No refunds will be applicable except the Security in case a student does not join the MBA, EMBA and MS-SDSB Programmes (within the stipulated timeline). Refund of security is subject to the final clearance of all outstanding university dues.

2. Syed Maratib Ali & Syed Ahsan Ali School of Education

Fee Structure – MPhil Education and Leadership Management Programme

MPhil Education and Leadership management fees is based on standard fees structure and payable in two semesters per year. The below-mentioned fee structure for FY 2022-23 has already been shared with the students at the time of admission through fee information document.

Particulars	Fall-2022	Spring-2023	Total
	PKR	PKR	PKR
Tuition Fee	**274,510**	**274,510**	**549,020**
Admission Fee	100,290	-	100,290
Registration Fee	31,960	31,960	63,920
General Security	41,800	-	41,800
Sub Total Other Fee	**174,050**	**31,960**	**206,010**
Per Semester Fee	**448,560**	**306,470**	**755,030**

Furthermore, LUMS website can also be referred to for fee structure details of respective graduate programmes. In case of further fee related queries, kindly contact helpdeskfinance@lums.edu.pk.

Fee Structure – Executive MPhil Education and Leadership Management Programme

Executive MPhil Education and Leadership Management fee is based on the standard fees structure and payable in two semesters per year. The below-mentioned fee structure for FY 2022-23 has already been shared with the students at the time of admission through the fee information document.

Particulars	Fall-2022	Spring-2023	Total
	PKR	PKR	PKR
Tuition Fee	**274,510**	**274,510**	**549,020**
Admission Fee	100,290	-	100,290
Registration Fee	31,960	31,960	63,920
General Security	41,800	-	41,800
Sub Total Other Fee	**174,050**	**31,960**	**206,010**
Per Semester Fee	**448,560**	**306,470**	**755,030**

Furthermore, LUMS website can also be referred to for fee structure details of respective graduate programmes. In case of further fee related queries, kindly contact helpdeskfinance@lums.edu.pk.

Payment Deadlines of Fee Vouchers

Fall Semester : TBA (Returning Students)
Spring Semester : December 20, 2022

All above mentioned payment deadlines are tentative and subject to change, and the final dates will be communicated to the students at later stage.

SOE is providing with an option of deferment to students as per following deferment policy. The concerned student has to be incompliance with the deferment policy while applying for deferment.

Deferment Policy:

- In case a student applies for deferment before the commencement of classes then the Tuition fee and Registration fee will either be refundable or transferable to the year of joining (maximum up to two years). Whereas the Admission fee and Security will be retained as deferment fee that will be adjusted against fee at the time of joining. The student will be required to pay any differential amount in case of a revision in the fee.
- In case the student deposited fee prior to the commencement of the upcoming term/ semester, (the paid amount) will be adjusted in next year's fee. Adjustment of dues for students deferring in the middle of the term will not be carried forward to the next year. The paid Security will be refunded subject to clearance of all University dues.
- No refunds will be applicable except the Security in case a student does not join the Graduate Programme (within stipulated timeline). Refund of security is subject to the final clearance of all outstanding university dues.

3. Mushtaq Ahmad Gurmani School of Humanities & Social Sciences

MGSHSS is offering MS Economic programmes in two streams i.e, MS Econ (1.5) and MS Econ (2.5) having different fee structures.

Fee Structure – MS ECON (1.5) & (2.5)

MS Econ graduate programmes fee is based on the per credit hour rate and payable in two semesters per year. The per credit hour rate is Rs. 33,270/- for FY 2022-23. The below-mentioned fee structure for FY 2022-23 has already been shared with the students at the time of admission through the fee information document.

MS – ECON (1.5 Years):

(Amount in PKR)

Particular	Fall-2022	Spring-2023	Total
Credit Hours	**12**	**12**	**24**
Tuition Fee	**399,240**	**399,240**	**798,480**
Admission Fee	100,290	-	100,290
Registration Fee	31,960	31,960	63,920
General Security	41,800		41,800
Sub Total Other Fee	**174,050**	**31,960**	**206,010**
Per Semester Fee	**573,290**	**431,200**	**1,004,490**

MS – ECON (2.5 Years):

(Amount in PKR)

Particular	Fall-2022	Spring-2023	Total
Credit Hours	**16**	**12**	**28**
Tuition Fee	**532,320**	**399,240**	**931,560**
Admission Fee	100,290	-	100,290
Registration Fee	31,960	31,960	63,920
General Security	41,800	-	41,800
Sub Total Other Fee	**174,050**	**31,960**	**206,010**
Per Semester Fee	**706,370**	**431,200**	**1,137,570**

The above-mentioned fee structures of MS. Econ (1.5) and (2.5) years are based on 24 and 28 credit hours per year, respectively. For each additional credit hour taken during the semester, an additional per credit hour fee shall be charged accordingly. Furthermore, the LUMS website can also be referred to for fee structure details of respective graduate programmes. In case of further fee-related queries, kindly contact helpdeskfinance@lums.edu.pk.

Payment Deadlines of Fee Vouchers

Fall Semester: TBA (Returning Students)
Spring Semester: December 20, 2022
Summer Semester: June 27, 2023

All above mentioned payment deadlines are tentative and subject to change, and the final dates will be communicated to the students at later stage.

MGSHSS is providing with an option of deferment to students as per following deferment policy. The concerned student has to be incompliance with the deferment policy while applying for deferment.

Deferment Policy:

- In case a student applies for deferment before the commencement of classes then the Tuition fee and Registration fee will either be refundable or transferable to the year of joining (maximum up to two years). Whereas the Admission fee and Security will be retained as deferment fee that will be adjusted against fees at the time of joining. The student will be required to pay any differential amount in case of a revision in the fee.
- In case the student deposited fee prior to the commencement of the upcoming term/ semester, (the paid amount) will be adjusted in next year's fee. Adjustment of dues for students deferring in the middle of the term will not be carried forward to the next year. The paid Security will be refunded subject to clearance of all University dues.
- No refunds will be applicable except the Security in case a student does not join the Graduate Programme (within stipulated timeline). Refund of security is subject to the final clearance of all outstanding university dues.

4. Syed Babar Ali School of Science & Engineering

SBASSE is offering MS programmes in following streams:

- MS Physics
- MS Chemistry
- MS Biology
- MS Computer Science
- MS Mathematics
- MS Electrical Engineering
- MS Digital and Embedded Systems
- MS Power System and Energy Grids

The fee structure of MS programmes for FY 2022-23 is as follows:

Fee Structure – MS SBASSE Programmes

MS SBASSE graduate programmes fee is based on the per credit hour rate and payable in two semesters per year. The per credit hour rate is Rs. 33,270/- for FY 2022-23. The below-mentioned fee structure for FY 2022-23 has already been shared with the students at the time of admission through the fee information document.

(Amount in PKR)

Particular	Fall-2022	Spring-2023	Total
Credit Hours	**6**	**6**	**12**
Tuition Fee	**199,620**	**199,620**	**399,240**
Admission Fee	100,290	-	100,290
Registration Fee	31,960	31,960	63,920
General Security	41,800		41,800
Sub Total Other Fee	**174,050**	**31,960**	**206,010**
Per Semester Fee	**373,670**	**231,580**	**605,250**

For each additional credit hour taken, additional per credit hour fee shall be charged accordingly. Furthermore, LUMS website can also be referred to for fee structure details of respective graduate programmes. In case of further fee related queries, kindly contact helpdeskfinance@lums.edu.pk.

Payment Deadlines of Fee Vouchers

Fall Semester	:	TBA (Returning Students)
Spring Semester	:	December 20, 2022

All above mentioned payment deadlines are tentative and subject to change, and the final dates will be communicated to the students at later stage.

Deferment Policy:

- In case a student applies for deferment before the commencement of classes then the Tuition fee and Registration fee will either be refundable or transferable to the year of joining (maximum up to two years). Whereas the Admission fee and Security will be retained as deferment fee that will be adjusted against fees at the time of joining. The student will be required to pay any differential amount in case of a revision in the fee.
- In case the student deposited fee prior to the commencement of the upcoming term/ semester, (the paid amount) will be adjusted in next year's fee. Adjustment of dues for students deferring in the middle of the term will not be carried forward to the next year. The paid Security will be refunded subject to clearance of all University dues.
- No refunds will be applicable except the Security in case a student does not join the Graduate Programme (within stipulated timeline). Refund of security is subject to the final clearance of all outstanding university dues.

Advance Tax

Through an amendment in the Income Tax Ordinance 2001 by Finance Act 2020, advance tax (under section 236 I) shall be collected @5% on the entire amount of fee (if students fee payer is not appearing on the ATL - active taxpayers list and payable exceeds Rs. 200,000/- per annum, excluding the amount refund).

Tax certificates can be downloaded through below appended procedure.

1. Log into your Zambeel account.
2. Click on the Tile/Icon named "**Self Service**". (System will navigate you to the self-service page)
3. On the left side of this page, click on the "**Tax Certificate**". (System will navigate you to the Tax Certificate page)
4. Click on the Search button against "Year" Field and select 2022 or any other as per requirement.
5. Click on the Search button against "Tax Payer ID" Field, and select the relevant taxpayer.
6. Download the advance tax certificate by clicking on "View in PDF".

Fee Refund Policy applicable to all Graduate Programmes:

1. In case of Admission Cancellation

- Non-payment of applicable dues will result in the cancellation of admission.
- A candidate who has been admitted and made all payments but remains absent without any prior notification, will forfeit all dues already paid and his/ her admission will stand cancelled automatically without issuing any notice thereof.
- In case an applicant's admission is cancelled by LUMS, (s)he shall be entitled to get tuition fee, semester registration, hostel fee and general security refund; however, other components i.e., admission fee and advance tax will not be refunded.
- SOP and reading material fee shall also be refundable in case of MBA, EMBA and MS-SDSB Programmes, if an admission is cancelled by LUMS.

2. In case of Separation / Suspension

- If a student is separated/suspended from the programme by the University for Academic Reasons and has deposited the dues for the next payment, all such dues deposited will be refunded.
- If a student is separated/ suspended from the programme because of disciplinary reasons or reasons other than academic, the dues deposited by him/ her for the current payment will not be refunded. However, if for some reason, decision is delayed till the next payment and the student pays the dues for the next payment, such dues will be refunded.

3. In case of Withdraw from Programme

- In case a student finds it necessary to withdraw from the Programme before the commencement of classes, (s) he must inform Office of Admissions (admissions@lums.edu.pk) in writing.
- In case a student (other than SDSB) finds it necessary to withdraw from the Programme after the commencement of classes, (s) he must inform to Registrar Office (helpdeskro@lums.edu.pk).
- SDSB student deems it necessary to withdraw from the Programme after the commencement of classes, (s) he must inform the relevant programmecoordinator in writing.

Upon approval the following refund policy will apply:

Fee Component	Deadline/Details	Amount of Fee Refund
Admission Fee	Non-Refundable	
Advance Tax	Collected under section 236 I of the Income Tax Ordinance 2001	Non-Refundable
Admission Security	**Refundable**	100%
Reading Material	Before the commencement of classes	100%
	After the commencement of classes	Non-Refundable
SOP	Before the start of SOP	100%
	After the start of SOP	Non-Refundable
Tuition Fee, Semester Registration (Fall / Spring Semester)	Before the commencement of classes	100%
	Up to first seven (7) days of the commencement of classes	100%
	From eight (8) - fifteen (15) days after the commencement of classes	50%
	More than fifteen (15) days after the commencement of classes	Non-Refundable
Hostel Fee	Before first day of the commencement of classes	100%
	After first day of the commencement of classes	Non Refundable

In case of course drops/withdrawal from the program, tuition fee and semester registration will only be refunded if all enrolled courses are dropped by student within the stipulated timelines as mentioned above.

Fee Structure – PhD SBASSE

SBASSE is offering PhD programmes in the following streams:

- PhD-Physics

- PhD-Chemistry
- PhD-Biology
- PhD-Computer Science
- PhD-Mathematics
- PhD-Electrical Engineering

The fee structure of PhD programmes for FY 2022-23 are as follows:

Particulars	Fall-2022	Spring-2023	Summer-2023	Total
Credit Hours	6	6	3	15
Tuition Fee	199,620	199,620	99,810	499,050
Admission Fee	100,290	-	-	100,290
Registration Fee	31,960	31,960	-	63,920
General Security	41,800	-	-	41,800
Sub Total Other Fee	**174,050**	**31,960**	**-**	**206,010**
Per Semester Fee	**373,670**	**231,580**	**99,810**	**705,060**

The above-mentioned fee structure is based on 15 credit hours per year. For each additional credit hour taken, an additional per credit hour fee shall be charged accordingly. Furthermore, the LUMS website can also be referred to for fee structure details of respective postgraduate programmes. In case of further fee-related queries, kindly contact helpdeskfinance@lums.edu.pk.

The PhD programmes at LUMS are fully funded for 4 years of education. Additionally, PhD candidates are given a monthly stipend as per University policy. Students are required to pay general security (refundable) at the time of admission.

In case of withdrawal/separation/admission cancellation from the program, LUMS will refund the general security after necessary adjustments (if any).

For financial aid details kindly refer to Section: Office of Financial Aid.

Payment Deadlines of Fee Vouchers

Fall Semester: TBA (Returning Students)
Spring Semester: December 20, 2022
Summer Semester: June 27, 2023

All above mentioned payment deadlines are tentative and subject to change, and the final dates will be communicated to the students at later stage.

Terms and Conditions

- All paid fee vouchers (student copies) should be kept by the students during their stay at LUMS.
- For graduate students summer semester is optional and fees is charged based on the credit hours enrolled by the student.
- Applicants must pay fees within deadline as stipulated in the fee voucher.
- Fee can be paid at any branch of designated Bank(s) as mentioned in the fee voucher through bank draft, pay order or cash. However, students can also pay fees online by visiting http://pay.lums.edu.pk

- Fees for Transfer and Visiting students of MS Graduate Programme will be charged according to standard per credit hour rate i.e., PKR 33,270/-.
- Auditing students of MS Graduate Programme will be charged according to standard per credit hour rate i.e., PKR 33,270/- and if returning student wishes to audit a course beyond his/her full-time student status of 6 credit hours, then he/she must pay 20% of the tuition fee for each extra credit hour.
- Once registered, students can access their account online through Zambeel for inquiry of their account balances.
- University fees are usually announced once each year; however, these are subject to change without any prior notice.
- In case of non-payment of dues as per payment deadline of voucher, the enrollment in current semester will be wiped out.
- Finance department will send an email to students for reminding Fee and related important timelines before start of each semester, which includes:
    - Tuition and Hostel Fee voucher generation date.
    - Voucher payment deadline.
    - Wipe out date (from enrolled courses due to non-payment).
    - Fees refund deadlines.
- The amount will be refunded within two weeks on receipt of the refund application along with all the required documents.
- The University reserves the right to change its policies and fee structure at any time.

On-Campus Residence

Particulars	Fall - 2022	Spring - 2023	Summer - 2023
	PKR	PKR	PKR
Hostel Fee Double Occupancy	61,590	61,590	TBA
Hostel Fee Triple Large Occupancy	44,840	44,840	TBA

REDC Accommodation Fees (EMBA Students only) for FY 2022-23

Particulars	Module – I	Module - II	Module - III
	PKR	PKR	PKR
Residence Fee	TBA	TBA	TBA

Terms and Conditions

- The fee paid for On-Campus Residence is non-refundable (after commencement of classes).
- On-campus residence charges must be paid within deadline as stipulated in the voucher.
- **By making the payment, applicants are deemed to accept the terms and conditions of on-campus residence charges and refund policy as mentioned above.**
  In-house residence facility during all semesters shall be provided depending upon the availability of space, and the fee shall be charged on a semester basis.

For specific residence queries, kindly contact the residence team at residence@lums.edu.pk

Online Clearance

A student who has withdrawn or has been separated from LUMS at any time during the year will apply for online clearance using Zambeel self-service. Upon successful online clearance from all respective departments the student will be entitled to get his/her final settlement from LUMS.

At the time of graduation, while submitting form for online clearance, students will be given option either to take refund of their securities/excess balances or donate that amount to LUMS.

For refund, student is required to fill up undertaking form by providing the following information.

- Copy of Cancellation/Withdrawal letter.
- Account Title (Student's or Parent's personal account)
- Bank Name
- Complete IBAN # (24 Digits)
- Scan copy of Beneficiary CNIC #

Loan Rehabilitation

LUMS offers a substantial amount of financial aid and scholarships and though scholarships and financial aids are always preferred as they do not require repayment, but even with scholarships and financial aid on offer, many students face a gap in their university funds that may require a student loan.

Students at LUMS receive loans on special terms and provisions with zero interest, that make them a more affordable and manageable commitment for young university -bound students.

The Loan Rehabilitation department facilitates repayment of these loans from students once they become due. It may assess any deferred payment or repayment grace period options following graduation in order to relieve any evident financial pressure on these students. All such cases are assessed, verified and processed through Loan Rehabilitation section.

Contact Information:

Finance Department, Allied Bank Hostel (M-7) basement, LUMS, Tel: +92 423 5608000

Area	Contact Person	Contact Information	Ext.
Student Fee Queries	Madiha Jaffri / Ehtesham Umer / Nida Azhar	helpdeskfinance@lums.edu.pk	4406/8151/4435
Student Loan Queries	Sameer Sajjad / Ammar Malik	sameer.sajjad@lums.edu.pk ammar.malik@lums.edu.pk	2192/8295
TA Payments	Muhammad Shoaib	Muhammad.shoaib@lums.edu.pk	4440
Student Refund cheques collection	M. Jahangir Mughal	Muhammad.mughal@lums.edu.pk	8342
Advance Tax Certificate Collection & related Information	Ahsan Tanveer	ahsan.tanveer@lums.edu.pk infotax@lums.edu.pk	4448
Student Societies Related Queries	Usama Tahir	usama.tahir@lums.edu.pk	4429

OFFICE OF STUDENT AFFAIRS (OSA)

The Office of Student Affairs (OSA) strives to work with the vibrant student community to deliver programs that define student wellness and new learning opportunities. OSA reaches out to students, inculcates in them feeling of belonging to a community that facilitates them in making sound social and academic judgments. It is a central place on campus where students come for co-curricular activities, sports wellness & recreation, residence, career guidance and counselling services.

Contact:
Email: osa@lums.edu.pk
Facebook: https://www.facebook.com/osalums/
Twitter: https://twitter.com/osalums

1. Student Support Services (SSS)

The Office of Student Support Services provides guidance, support, and administrative assistance to students and is a great place to visit with any questions you may have while studying at LUMS. The office coordinates important events including Orientation Week. The SSS also acts as ex-officio for the Re-admissions and Appeals Committee, the Disciplinary & Appeals Committee, assessment and processing of all course/semester withdrawal related cases and Missed Exams/ instruments petitions.

The Office of Student Support Services is also responsible for the following student services:

- **Career Services Office (CSO)**

CSO offers an ever-increasing range of services to undergraduate and graduate students in all areas of career planning, including job and higher education placements. It facilitates employers to identify appropriate candidates and connects students with successful professionals from multiple industries, which helps them develop their professional skills and match their skill set with the needs and requirements of potential employers.

Vision/Mission: We envision to be recognised as a premium career service provider, facilitating LUMS students and graduates to pursue optimal academic and professional careers, while inculcating ambitious policies & practices and maintaining the highest degree of personal and professional integrity in our endeavors.

We strive for excellence in career guidance and placement services to benefit undergraduate and graduate students by providing a variety of career opportunities through job and higher education placements within and beyond Pakistan. For career progression, we aim to place our graduates in professionally developed organisations and provide a platform for our students to interact with renowned professional trainers of the industry to enhance their skill set at advanced levels.

Key Services

- Organise Recruitment Activities & Events to provide career and internship opportunities to LUMS Students
- Academia, Corporate and Industrial Linkages
- Career Guidance & Coaching Activities for the Professional Development of Students through Different On Campus and Virtual events.
- Provide guidance on Higher Education Abroad.

Contact Details

Name	Designation	Email	Ext
Muhammad Munawar Farooq	Head of Career Services Office	munawar.farooq@lums.edu.pk	8185
Mubasher Hassan	Assistant Manager	mubasher.hassan@lums.edu.pk	8407
Quratulain Zulfiqar	Assistant Manager	quratulain.zulfiqar@lums.edu.pk	8249
Iman Abid	Assistant Manager	iman.khan@lums.edu.pk	2174
Ruba Mehreen	Senior Officer	ruba.mehreen@lums.edu.pk	2184
Kinza Tariq	Officer	kinza.tariq@lums.edu.pk	2175
Shehar Yar Ahmad	Officer	sheharyar.ahmad@lums.edu.pk	8022

2. On-Campus Residence

The Office of Student Affairs (OSA) supports the academic mission of LUMS by providing a well-maintained residential environment for learning that respects and appreciates individual differences and promotes a sense of community. It deals with all aspects of on campus residence including student housing, accommodation, room change requests, and repairs and maintenance. The Housing staff ensures that students have safe and comfortable environment and enjoy their on-campus residence.

- New students apply for on campus residence along with their admission and returning students register for accommodation for the next academic year in May-June.
- Non-payment of hostel fees, failure to check in without prior notice at the beginning of any academic term or ceasing to be a registered fulltime student may result in cancellation of residence.
- On campus residence dues are non-refundable after first day of commencement of classes/hostel check-in. Laundry charges are paid by students directly to the vendor.
- Space is allocated for one year and rooms must be vacated at the end of the academic year. Students must sign the housing agreement at the time of check in and formally complete a check out prior to vacating their room at the end of academic year.

LUMS on Campus Residency Policy and Code of Conduct

- On Campus Residence is provided to facilitate out-of-city students. Lahore residents are not eligible for On-Campus Residence at first hand. They can apply only when registration of hostel for Day scholars are announced depending on the availability of spaces in hostels. First priority is given to the outstation residents.
- Accommodation is provided to students of each programme with regard to the respective specified duration to each programme. Maximum duration; PhD/Law 5yrs, MS, MBA 2yrs, undergraduate 4years.
- Only full-time students maintaining a full course load are entitled to On Campus Residence. Students, not maintaining a full course load during any semester forfeit their residence privileges.
- Students who have completed the minimum graduation requirement of their respective programme but are enrolled in further courses will only be considered for accommodation subject to availability of space.
- Students vacating the hostel before the completion of their respective programme forfeit the right to On Campus Residence.
- Students have to vacate rooms immediately after the last scheduled exam. Room keys must be returned to the Housing Officer before leaving the campus.
- Students engaging in wilful abuse or destruction of University property will result in being reported to the Residence Office and disciplinary action is taken against such cases.

- Tampering with or modifying electrical, plumbing, cable television, telephone, security systems in rooms or public areas is prohibited. For a detailed Hostel LAN Usage policy, please refer to the Information System Technology (IST) section.
- Misuse of fire extinguishers or other emergency/security equipment including fire alarms and smoke detectors is prohibited and subject to fines and damage charges.
- Drilling, nailing or painting of walls is prohibited.
- Permanent installation of carpets or flooring is also prohibited.
- The possession or use of fireworks, ammunition, hazardous or explosive material, firearms, pellet and BB guns, illegal knives, blades or other dangerous weapons on-campus is prohibited.
- Objects or substance of any kind may not be projected in a manner that may harass or endanger any person or risk damage to any property. Students must occupy the room to which they are assigned.
- Any changes in room assignment must have prior approval of the Residence Office and the responsibility for the assignment of rooms is at the discretion of Residence Office.
- Upon confirmation that the student is not occupying his or her room, the space of that student is reassigned after one week of commencement of classes.
- Ragging of newcomers inside the hostels is strictly prohibited. Any violation is dealt with severity.
- All residents must carry their smart cards all time.
- The residents should take care of their personal belongings. The University shall not be responsible for any loss or damage of the personal belongings of the residents.
- Accommodating overnight guests, day scholars, outsiders and visitors is not allowed. University has zero tolerance policy for illegal stay. This will lead to reporting to the Residence Office for disciplinary action.
- Day scholars are not allowed to stay in the hostels. If found, student is charged a fine as per policy. They can visit hostels from 8:30 am to 10:30 pm.
- Males are not allowed in female hostels and vice versa. Any breach of this policy is considered a serious offence and will result in disciplinary action.
- Keeping pets in the rooms or in the Residential buildings are not allowed.
- Misuse of fire extinguishers will result in a fine penalty and disciplinary action.
- Key Replacement Charges are applicable as per policy.

University Access to Resident Rooms

- The Housing Office staff may enter a student's room without prior notice or permission at any time for administrative, safety, and regulatory purposes with the permission of Dean OSA/HOD Housing.
- The lock of the main door of the room may not be changed nor can additional locks be placed on any door of the room, or any other doors within the building. In the event of an emergency, the University may remove students' belongings for cleaning, repair, storage, and/or protection.
- LUMS recognizes the importance of student's privacy of student rooms. Any right of entry shall be exercised only when required for purposes of health, safety, and maintenance, and to regulate the use of its premises in accordance with University rules and regulations.
- When a student sends a repair and maintenance request to relevant housing officer, it is understood that the Facilities and Engineering personnel have permission to enter the student's room. However, a student may specify in their request that the staff must enter in their presence only.

Substance Abuse

- **Smoking**
  Smoking is a hazard to the health and safety of all residents and is prohibited in all areas of the Residential buildings. Violations are considered a breach of discipline and a fine of PKR 5,000/- is levied as per smoking policy.

- **Narcotics/Alcohol**
  The use of any kind of narcotics or alcohol is absolutely forbidden on University premises. The use or possession of any kind of narcotics/alcohol will result in disciplinary action in accordance with the Student Handbook and the possibility of immediate cancellation of residential space.

- **Sheesha**
  The possession and/or use of Sheesha is forbidden on campus. Possession or use will result in confiscation of the Sheesha and disciplinary action including the possibility of cancellation of residential space.

Note: LUMS and Housing Office reserve the right to On Campus Residence and to modify the On Campus Residence policy as and when it deems necessary.

For On campus residence related queries, contact at residence@lums.edu.pk

3. Co-Curricular Activities Office (CCA)

Co-Curricular Activities Office (CCA), Office of the Dean Student Affairs caters to activities like student leadership and organization, keen interest and involvement, teamwork and collegiality, and highest standards of integrity and transparency. CCA monitors the administration and discipline in the student-run societies and provides them the logistical support. It also provides organizational and documentation to help taking while avoiding any circumstances which may clash with University policies.

If a student is proceeding to participate in an event which is considered prestigious by the university, the patrons of the relevant societies/clubs should try to negotiate a date for the event with the event organizers that do not conflict with the midterm/final exam schedule. If the negotiations fail, the Student Society Head(s) should inform the Helpdesk OSA at a minimum Seven (7) days in advance and get prior permission for the participating students to participate in the event from Co-Curricular Activities office, Office of the Dean Student Affairs.

Student Societies

The student societies are the backbone of all the student activities. At LUMS, to nurture a student's talent, beyond the classroom a thriving platform of student societies exists. These dynamic societies, some of which are mentioned below, encourage leadership and professional development in the students.

1. AIESEC at LUMS
2. Alpha
3. Amnesty International
4. Anime and Manga Society of LUMS
5. Better Educational Engagement Society
6. Animal Welfare Society
7. Data Science Society of LUMS

8. Dance LUMS
9. Debates and Recitation Society of LUMS
10. Dramatic Society of LUMS
11. E-Sports at LUMS
12. Feminist Society of LUMS
13. Finance Society of LUMS
14. Halqa-e-Danish
15. Hum Aahang
16. IEEE LUMS
17. Index Design Society of LUMS
18. Law and Politics Society of LUMS
19. LUMS Adventure Society
20. LUMS Arts Society
21. LUMS Chess Club
22. LUMS Community Service Society
23. LUMS Consultancy Group
24. LUMS Culinary Club
25. LUMS Culture Society
26. LUMS Daily Students
27. LUMS Entrepreneurial Society
28. LUMS Environmental Action Forum
29. LUMS Literary Society
30. LUMS Media Arts Society
31. LUMS Model United Nations Society
32. LUMS Photographic Society
33. LUMS Religious Society
34. LUMS Society of Chemical Science and Engineering
35. LUMS Society of Professional Accountancy
36. LUMS Students Math Society
37. Psychology Society of LUMS
38. Publication at LUMS
39. Radio LUMS
40. Raiyat Urban Planning Society of LUMS
41. ShARE at LUMS
42. Society for the Promotion and Development of Engineering and Sciences
43. SPIE Student Chapter
44. Style at LUMS
45. The Economics Society of LUMS
46. The LUMS Rizq Society
47. The Music Society of LUMS
48. Youth Association for Change and Empowerment

Individual Membership

- All students are eligible to participate in a Society regardless of race, religion, national origin or gender. However, a member needs to understand that the prime objective is to maintain his/her fair academic performance in order to participate in co-curricular / extra-curricular activities.
- Event-specific societies (for example, drama, debates/recitation, sports, etc) are to hold try outs to select team members. The try outs are to be of competitive status conducted under a coach/professional with credentials in the affiliated field and overseen by the Patron of the society.

- When society is registered, each and every member shall be registered with Co-curricular Office as well. Individual forms shall be filled and submitted to the Co-curricular Office for the record.

Executive Council Membership

The executive council of a society shall consist of three to five core members in accordance to their constitution. All students are entitled to take part or can serve as an office bearer as per their selection for the respective societies / clubs except for the students on academic probation and the students who have a CGPA below 2.5 in the last completed semester.

Registration of existing society executive council

- After the formation of the executive council, the outgoing council shall register the newly elected council with the Co-curricular Office at the end of the academic year.
- The outgoing council shall be responsible for proper handling over of assets, information, documents and all other matters pertinent to the society to the newly elected council, in the presence of a Co-Curricular Officer.
- In case of no response from the outgoing executive council, the Officer of Co-curricular Office shall carry out a hold to the clearing process of the executive council transmission.

Students on academic probation

The following policy relates to students on academic probation;

- The prime objective of the students on probation is to remain focused on their studies and give secondary preference to co-curricular activities. Students on probation cannot serve as an office bearer or the responsibility in any student organization, club, society or extracurricular activity.
- Students who are currently holding an executive position in a club or society must instantly inform that society and Co-Curricular Officer in case of his proceeding on probation and must quit from his position immediately. Co-curricular Activities office will also review the academic eligibility of officeholders at the end of every semester as soon as individual results are closed out.
- Students who are on probation cannot participate in Co-curricular activities and events which may result in their missing of any graded instruments at LUMS. Students on probation cannot appeal for missing graded instruments at LUMS on account of participation in co-curricular activities.

Students on probation or those with CGPA< 2.5 may be allowed to hold the office bearers position again in the society subject to their regaining of good academic standing.

Disciplinary Committee's Punishments

The student who has involved in any DC/DAC punishments will not be illegible to apply/hold any executive position. Students punished by the disciplinary committee may take part in the events organized at LUMS. In case of suspension of one or more semesters, such student(s) shall not be eligible to be an office bearer or for participation.

For further details about societies, please visit the following webpages:
https://osa.lums.edu.pk/student-society

4. The Counselling and Psychological Service (CAPS)

The Counselling and Psychological Service (CAPS) was founded on the principles which include: "to heal, to care and to educate" the student community at LUMS.

The CAPS team includes a dedicated group of professionals who have chosen to work in a university mental health setting because they know how important it is to support student emotional health and well-being. The CAPS centre provides free and confidential counselling to all students enrolled in LUMS and strives to "help students help themselves". The CAPS therapists listen to students in a non-judgmental manner and are committed to helping them explore areas of concern and working on strategies which can assist them.

The therapists at CAPS are aware that taking care of student mental health is a critical skill that will help students navigate their way through life – both as a student and beyond. At CAPS attending counselling does not mean there is anything wrong with the student; it simply provides a confidential and neutral place for students to freely express their needs and concerns.

Counselling sessions are not registered on the student's academic record. Counselling is simply a place to get some support and assistance that will help the student get through their studies.

The department operates from 9 am to 9 pm throughout the week. Sessions are booked either over email or phone. For booking appointments and general queries please reach out at the following email: student.counselling@lums.edu.pk or contact at +923070247704.

Some of the common reasons for students seeking counselling at CAPS include the following:

- Feeling isolated, stressed, or unmotivated
- Adjusting to change
- Feeling overwhelmed
- Managing stress and anxiety
- Handling loneliness or lack of support
- Loss and grief
- Homesick; missing your family and friends
- Concerns with work or study
- Personal development and wellbeing
- Discover and strive toward full potential
- Low mood
- Feeling lost or stuck
- Lack of confidence, self-esteem, or body image
- Coping with a crisis
- Procrastination and study issues
- Balancing commitments
- Dealing with family and relationship issues
- Just needing someone neutral and independent to talk to
- Other

The Head of Department for Counselling and Psychological Services is Dr Tahira Haider and she can be reached at the following email: tahira.haider@lums.edu.pk.

Office of Sports, Wellness & Recreation

The Office of Sports, Wellness & Recreation is an integral part of the LUMS community and promoting competitive and intramural sports among the students to create awareness of and encourage physical well-being. The operation and administration of the Syed Maratib Ali Sports Complex and Coca Cola Aquatic

Centre fall under the jurisdiction of the Office of Sports, Wellness & Recreation (SWR) at LUMS. The Head of Department for SWR is responsible for the day-to-day operations of the facility. SLUMS, the sports committee of LUMS, consisting of students, faculty, and staff assist the SWR in establishing policies and coordinating the use of sports-related facilities.

Mission

We promote health awareness and also encourage physical well-being by offering a wide range of opportunities for the LUMS community. Significantly, we promote sports culture, intra-mural, regional and national level intervarsity competitive sports for LUMS students. We aim to provide quality sports facilities and offer a blend of sports opportunities to the entire LUMS community.

Key Services

- Wellness and Wellbeing Programs
- One Credit Sports Courses for Beginners (Fitness, Swimming, Basketball)
- Fitness Training under the world-class infrastructure and qualified fitness instructors
- World Class Swimming Facility for LUMS Community
- World-Class Indoor and Outdoor Sports Facilities
- Locker Facilities for Sports Complex user
- Intra-Mural League Competitions for LUMS community
- Inter-Departmental / School Games
- Sports Facility Reservations for Wellness & Recreational Programs

Key Sports Facilities

1. Coca-Cola Aquatic Centre (Swimming Pool)
2. Executive Gym
3. Separate Gymnasiums for Males and Females
4. Aerobics and Yoga Room
5. 4 Squash Courts
6. 1 Indoor and 1 outdoor Basketball Court
7. 7 Badminton Courts
8. 1 Indoor and 1 outdoor Volleyball Court
9. 2 Tennis Courts
10. Hockey Field
11. Football Field
12. Cricket Field

Lifetime Physical Activity and Wellness Programme

One credit hour sports courses

The cardinal purpose of these sports courses offered is to develop a healthy, active and spirited community at LUMS. Considering the numerous benefits of the programme which would yield, 1 credit hour elective sports courses are offered to undergraduate students. The undergraduate student would be allowed to take 1 sports course per semester during their course of study, and which count towards fulfilling their degree requirement.

Courses offered:

- Strength and Conditioning for Beginners (Male / Female)
- Swimming for Beginners (Male / Female)

- Basketball for Beginners (Male / Female)
- Walk, Jog and Stretch for Beginners (Combined / Female)

Note: These courses are offered only for the beginners so DO NOT opt if you have ever played the game at university /national level. Instructor will assess the individuals at the beginning of the course to evaluate the skills and may ask you to leave the course.

Policy for One Credit Courses

- Each course will be of 28 sessions, 2 sessions per week.
- 80% attendance in the course is compulsory. If the attendance is less than 80% then the participant will not be eligible to take part in final assessment test.
- Students are allowed but not encouraged 4 unexcused absences. Any additional absence will result in failure, from the course. Two unexcused tardy shall constitute one absence.
- In order to accomplish the objectives of this course, participation in class activities and sessions is essential.
- An excused absence on medical grounds must be accompanied by a medical certificate issued by LUMS medical Officer through OSA.
- Each section of Basketball for beginner and Strength Training and Conditioning Courses will consist of maximum 15 students.
- Each section of Swimming for beginner's course will consist of maximum 25 students.
- Elite athletes are not eligible for the courses.
- In case of physical disability or any medical reason, please do not opt the course.
- Participants must be in sports attire during the classes and training sessions as per course requirement.

Rules and Regulations of Usage of the Sports Facilities

- **Safety of Users**
  The safety of all participants who use the sports facilities is our highest priority. When using the facilities, please consider your own health history, seek counsel from your health provider, and use common sense. In case of an accident or illness, notify an employee at the sports complex reception desk immediately. He / She will assist you to seek help from EMS or LUMS Medical Centre.

- **Lost and Found**
  The SWR keeps lost items under its custody for a maximum of 24 hours. In case of no claim, the said item is deposited at the LUMS lost and found office (located at the LUMS Security office). The administration of the sports complex is not responsible for lost or stolen items. Lockers are available for students and faculty for day-use.

- **User Conduct**
  All users are expected to adhere to the policies and procedures approved for the Sports Complex as well as LUMS rules and regulations. Lack of cooperation in adhering to the rules governing the center and its programmed activities will result in administrative action and possible disciplinary action, including removal from the Complex and or cancellation of use/membership privileges.

- **Coaching**
  The University provides coaches for most sports; please visit the reception desk for details.

- **Equipment**
  There is a limited quantity of sporting equipment available for users to borrow. These shall not be removed from the premises.

- **Clothing**
  Members are required to dress appropriate sportswear according to the sport they are playing.

The following are mandatory (except for the swimming pool):

- A sweat / T-shirt must be worn to cover the upper body
- Shorts must be mid-thigh or longer
- Socks must be worn
- Appropriate non-marking footwear is essential

The following are strictly prohibited:

- Casual clothing e.g. front open shirts, jeans, jeans shorts.
- Open-toed shoes, open-backed shoes, sandals, or any types of equipment which can damage the facilities – this determination is to be made by the management.
- The Non-marking shoe allowed only inside the main hall.

Note: Specific sports have additional clothing requirements.

- **Disclaimers**
  All exercise and sports sessions are undertaken at the member's own risk. Management will not be responsible in cases of injury or accident. Members are advised to get a medical doctor's clearance before starting any serious exercise programme.

  All personal belongings brought into the premises shall be kept at the owner's risk.

  The University reserves the right to remove individuals from recreation facilities and to revoke membership based on that individual's actions.

- **Admittance Policy**
  To access the sports complex or the aquatic center a valid University ID is mandatory. Members shall be given access upon submitting a valid University ID at both points of entry. In case the user is unable to show or possess a valid University ID the SWR staff shall be authorized to refuse the entry. No excuse shall be entertained.

  Please help maintain a secure environment by using your personal LUMS ID Card upon arrival to gain entrance to the sports facilities, watching your valuables carefully, and notifying the staff if you see something out of the ordinary.

Sports Complex Membership

The membership structure for the sports complex is given below. Proof of University affiliation is required at the time of application.

- **Faculty/Student/Staff membership**

Sports Complex Membership: Full-time students, Faculty (including immediate family) and staff (other than Heads of Departments) will not be charged for membership to the sports complex.

- **Family Membership**

Faculty and staff's immediate family members can use Sports facilities & Gyms from 9:00-17:00 without any charges as per HR policy. Swimming Pool Membership will be as per swimming membership policy.

- **Swimming Pool Membership**
  - NO fee is charged from students and staff for membership of the swimming pool.
  - Faculty, Administrative Heads of Departments, Assistant Manager and above would be charged for swimming pool membership as mentioned:

Swimming Membership Fee Structure:

Swimming Pool for staff / faculty	**Per month**
Single Faculty / Administrative Heads / AM and Above staff members	500
Faculty Member & staff with the spouse	1000
Family Membership (including children)	1500
Extended Family Membership (parents of staff/faculty member and children)	3000
For Guest charges for faculty and staff (voucher)	250 per visit

Alumni memberships: LUMS alumni may purchase memberships to the Sports Complex and aquatic center by paying the appropriate fees.

Alumni with Family				
Facilities	**Day pass**	**1 Month**	**6 Months**	**1 Year**
Alumni Swimming Pool	1000	5000	24000	48000
Alumni Gym/Squash/Tennis etc.	500	3000	15000	24000
Alumni All Facilities	Nil		35000	65000
Alumni Swimming Pool with family		10000	48000	96000

Note: For day pass, alumni will require to make the payment through online portal "sports.lums.edu.pk well in advance. All payment must be made in advance through portal sports.lums.edu.pk.

Exclusive Booking of Sports Complex and Aquatic Centre

Exclusive Booking for 2-hour(s) time per day slot can be booked for any department if they wish to conduct their programme. The charges shall be as follows:

Main Hall booking	Rs. 25,000
Swimming pool charges	Rs. 75,000
Football/Hockey/Cricket	Rs. 25,000

- It should be noted that exclusive booking is subject to availability. The sports facilities are primarily for the usage of the entire community but where possible reservations will be facilitated for recreational Activities for specific programs.

- Day memberships at Rs. 1,000 per day shall be available for the participants of conferences or those on short courses for the usage of all facilities.
- In general, you are advised to book in advance, particularly during peak periods.
- Booking of facilities varies across sports, see relevant rules, regulations and procedures for each sport.
- Children of 12 years and under are allowed at all times but must be accompanied by an adult.

Sports Facility Timings

Sports Complex can be used from 7:00 till 23:00 night.

Swimming Pool Schedule

- The swimming schedule is available at LUMS Coca-Cola Aquatic centre, feel free to contact at 3811 for any queries.
- Children 12 and under are always allowed but must be accompanied by an adult.
- 1 credit hour swimming for beginners' classes are scheduled during the week on given schedules. However, the pool remains available for regular users in the said duration.

Note: The management may close all the facilities or part of the Sports Complex due to repairs, maintenance or expansion of the facility or in case of special events, without notice. Management can re-adjust the operating hours of the facility without any prior notice.

Facility Usage Policy

- **Operating Hours**
  Sports Complex will be open from 0600 – 2300 hours for the LUMS community. However, a**ll facilities are closed on Government official's holidays**. Essential staff may be deputed on duty subject to the needs of the community by Sports Office.

- **Swimming Pool Rules**
  - Pool users will register their names at the reception desk.
  - Showers must be used prior to swimming.
  - The maximum time for swimming shall be 45 minutes per time slot.
  - Pool users must wear swimming suits or swimming trunks upon entry into the pool. Clothing such as cut-offs, gym shorts, and underwear is not permitted as swimwear. Swimwear should not have been worn for exercising immediately prior to pool use and must be colorfast and of lightweight material suitable for swimwear.
  - Swimming caps are strongly recommended and mandatory for those with long hair. Using a cap prevents the pool's filters from becoming clogged with hair.
  - Avoid swimming if you have skin diseases, open wounds or flu as this may pass the infection to others. Those with skin diseases must provide a certificate from a doctor giving clearance for swimming
  - Stay out of the water if you have diarrhea.
  - Stay out of the water if you have an open wound (for example, from surgery or a piercing) that is not covered with a waterproof bandage.
  - Vaccinations for Tetanus, Hepatitis A and B and Typhoid is highly recommended.

- Children under 12 must be accompanied by an adult 18 years or older.
- Children wearing diapers are not allowed in the pool. Parents are advised that this is a large pool with a minimum depth of 4 feet at both ends and is not suitable for children under 5
- No glass, food, drink, or gum in the pool area.
- Walk at all times. NO RUNNING!
- Excessive horseplay and offensive language/ the behavior of any kind is not allowed.
- Foam or inflatable play apparatus only. (No full-sized flotation devices. Children who need a flotation device must have a parent/guardian within arm's reach)
- Diving from elevation is not permitted. Use lockers provided for other personal items. Lap lanes are for swimming laps only. Skilled swimmers only in deep water. Water guns are not permitted
- Programs such as scheduled training camps and competitions will have priority over drop-in at the pool area. If possible, part of the facility will remain open for drop-in participants.
- The use of the pool is considered a privilege. Those who do not cooperate with established policies, use abusive language, are under the influence of drugs or alcohol or act inappropriately toward a University employee is asked to leave and may have their privileges revoked
- Pool administration will not be responsible for loss due to theft. Secure all valuables in a locker. Locks are available at the equipment desk
- Personal private contract work, i.e., swimming lessons, personal training, and/or fitness workouts of any kind, are not permitted at the Sports Complex
- Anyone interested in receiving private instruction should be referred to the main office for proper registration procedures.

- **Table tennis / Badminton Rules**
  - Four table tennis tables/badminton courts are available for use.
  - Each table is available for the use of a maximum of four players for a time span of 30 minutes.
  - After the completion of their stipulated time, the players will leave the table for the next waiting member. The 30 minutes' time limit will start from the time of the first service. No extra time for warm-up is allowed.

- **Gym policy (Male & Female) Rules**
  - Disrupting or interfering in the workout of other members are not allowed.
  - Members should bring their own towels; the Management does not provide them.
  - Bags, coats or personal items are not allowed in the gyms.
  - Rack users should wipe away sweat left on the apparatus.
  - Only gym/fitness instructors are allowed to provide instruction on exercise techniques or equipment preparation and adjustment.
  - Gym/fitness room participants should report all malfunctions in equipment, personal injuries and specific concerns immediately to the staff.
  - Proper Sports Wear is to be worn in the Sports Area; this includes Tracks Suits, T-Shirts. Jeans, pants with belts, cut-off jeans and shalwar kameez are prohibited in the workout areas.
  - All participants are to comply with the gym/fitness instructor's directive regarding enforcement of policies related to safety, programming, exercise techniques, and policies.
  - All footwear, except for canvas or sports shoes with rubber soles is prohibited.

- Non-marking athletic shoes are required. Closed-toe athletic shoes and shirts are required in all fitness areas.
- Dropping weights on the floor can cause injury to yourself or others and can also damage the equipment itself. Always set it down as gently as you can
- At the peak time, the maximum time to use the machines is 30 minutes. Always switch off the treadmill after use and wipe off the sweating from the equipment for other users.
- Paper towels are provided for personal and equipment hygiene. Please wipe down equipment after use.
- Keep hands and feet clear of moving parts while the machine is in use. Please use machines and equipment only for their intended purpose.
- Do not operate the equipment if it has loose or damaged parts. If a machine fails to operate correctly, do not attempt to repair it. Notify the gym staff or front desk of the problem immediately so that, they can coordinate for the necessary repair.
- Participants exercise at their own risk, and they are responsible for their own health and safety.
- All free weight users must have at least one spotter. Staff members are not required to spot. Squats done outside the rack require two spotters.
- Return weights to proper storage racks.
- No equipment is to be removed from its designated area except by gym staff.
- Individuals who are not able to safely or properly use the equipment are asked to leave.
- All users must remain at least 5 feet away from mirrored walls during exercise. Please do not touch mirrors.
- Please turn treadmills completely off before getting off.
- Children under the age of 16 are not allowed to go into the weight room or the cardiovascular area
- It is the user's responsibility to follow and obey all rules posted by sports complex staff. Please ask the staff on duty if you have any questions.
- Must clean your sweat after the usage of machines.

- **Aerobic Room Rules**
  - Equipment provided for different exercises (hand weights, slides, steps, etc.) may not be taken out of the designated aerobic room or area.
  - There are class size limitations.

- **Sports Complex (Main Hall) Rules**
  - Grabbing the basketball ring (hanging on) the rim or nets is prohibited.
  - Do not move any equipment set up on the courts.
  - Ask the equipment desk for assistance with equipment setup or removal.
  - Full-court basketball games are broken into half-court games if participants are waiting to play.
  - Use appropriate sportswear and wear non-marking shoes at the basketball court.

- **Squash Courts Rules**
  - All courts are kept under lock and the key is placed in the front office of the sports complex.
  - Squash courts can only be used with the appropriate footwear (Squash Shoes Transparent sole shoes). This footwear must be carried to the court to avoid soiling the wooden surface. Members in incorrect footwear will not be allowed to use the facilities and are barred from using the courts in the future.

- Please adhere strictly to the 40-minute time slot so that court time may be used fairly by all members.
- The start time of the game should be written on the whiteboards placed outside each court.
- Four Squash Courts are available. A maximum of three players can use one court for a time span of 40 minutes. After the completion of their stipulated time, the players will leave the court for the next waiting member.
- The 40 minutes' time limit will start as soon as the members enter the court.
- Members must enter the courts with clean soles he/she must ensure that the sole of the shoe is properly dusted off.
- Do not clean your hands with the back door or glass or walls, please bring your own towel.

- **Lawn Tennis Courts Rules**
  - Two Tennis Courts are available. A maximum of four players can use one court for a time span of 30 minutes. After the completion of their stipulated time, the players will leave the court for the next waiting members.
  - The 30 minutes' time limit will start as soon as the members enter the court to play.
  - Members must enter the courts with clean shoes.
  - Footwear must be non-marking (transparent rubber sole) rubber-soled / tennis shoes.

Lockers Policy

- **Sports Complex Lockers**

  Locker storage is provided for users of the sports complex. Users are strongly advised to secure a locker on six month or annual rental basis, to store their personal belongings. You may contact the reception desk for membership. Office of sports, wellness, and Recreation at LUMS is not responsible for any damage, theft or loss of personal items stored in the lockers.

  Rental fee for lockers are as follows:

One Year	Rs. 7 per day
Six Months	Rs. 10 per day
Quarter	Rs. 15 per day
One Month	Rs. 20 per day

  - Lockers are assigned on a first-come, first-served basis.
  - All locker rental transactions take place at the equipment desk.
  - Annual and semester lockers are renewable. Lockers not renewed within the two-week period are cleared and the contents stored for 30 days. After 30 days, they are sent to MTSU's Lost and Found.
  - The user is charged for any damages to a locker or loss of lock or towel.
  - Users should immediately report any damages or loss of these items to the equipment desk.
  - Renewals of locker rentals must be paid in full before the last day of the rental, or the locker may be reassigned.
  - Children over the age of six years must use the appropriate locker room.
  - Only Sports Complex locks are used for overnight storage in the locker rooms. Participants may use personal locks on any day-use lockers in the locker rooms. All locks that do not belong to the Sports Complex are cut off each night after closing.

- **Swimming pool lockers**
  - Locker keys are provided upon the submission of original University Smart Card and is returned upon returning the locker's keys.
  - The Sports Complex staff will remove any personal items left in a locker. Items confiscated may be claimed at the equipment desk. If not claimed within seven days, the items are sent to LUMS Lost and Found.
  - The pool lockers are provided for a short period and are free of charge. All pool users shall be eligible to use the locker for 55 minutes maximum. Upon leaving the pool area after the use of the pool he/she shall be bound to empty the lockers and return the keys to the reception desk.

Floodlight Booking

- In accordance with the decision made by the sports committee LUMS, the following procedures are applicable for floodlights:
- Daily on /off timing are from 6:00 p.m. to 12:00 a.m. The operation after midnight must go through a sports committee / sports officer who will request the facilities and engineering department.
- The lights are kept off if no one is playing or practicing. In case any team or group wants to play, the facility is provided. In that case, students are required to inform the Asst. Manager sports or sports staff, who will inform the electric department to switch on the floodlights.
- The floodlight facility shall be available during the competition/matches organized by SLUMS. SLUMS should inform and provide the schedule to related personals beforehand by filling booking forms available at the sports complex reception.
- In accordance with the decision made by the sports committee LUMS, the following procedures are applicable for grounds:
  - The floodlights are provided on a needs basis
  - The representative of the relevant sports/event is responsible to intimate the front desk to switch off the light at the completion of the event.
  - If s/he fails to inform they will not be provided the facility in the future. Sports Office may impose fine to the users in case of violation.

Court Booking

Squash courts (number 3 & 4), Badminton courts and tennis courts are available for advance booking. Members can reserve the courts through e-mail or phone a maximum of two days in advance through swr@lums.edu.pk or extension 3801.

- Bookings are on a first come first serve basis.
- If members do not report within five minutes of their allotted time the booking will automatically be considered canceled
- Members can also book courts in person at the Sports complex reception.
- A valid LUMS Smart Card or Alumni Card is required.
- Booking of courts is available a maximum for two days a week per person.
- Time slots are limited to one per member per day.

Summer Sports Programme

LUMS Sports Office not only facilitating the community but also helping their children grow in their respective physical games. For this purpose, we organized annual summer Sports Academies to promote competitive and intramural sports among the students to create awareness of and encourage physical well-

being. This is done by offering a range of fitness and recreational activities to the students belong to faculty, staff, students, alumni and the general public. At the moment, under SWR, LUMS has well-maintained, state of the art sports facilities and highly trained coaches in the following sports:

- Badminton (rubberized coated indoor dual courts with side angle alleviated lights);
- Basketball (rubberized coated indoor dual courts with side angle alleviated lights);
- Cricket (floodlight nets and field with grassy pitches);
- Football (densely grassed field with floodlights);
- Gym Sports/Activities (state of the art gyms with separate rooms for
- Treadmills exercise cycles, stepper, cross trainer, etc.);
- Karate/Taekwondo;
- Rugby (densely grassed field with flood lights);
- Squash (four wooden courts with synthetic front wall and glass back wall);
- Table Tennis (imported tables and partitioned playing space in the main hall);
- Tennis (outdoor courts with rubberized floor and flood lights facility);
- Volleyball (indoor court and outdoor beach courts).

➢ **Scholarships**

Scholarships for Underprivileged students are offered. Application in writing or via email needs to be submitted to the sports office. 50 % discount for LUMS community including Faculty, Staff, Students and Alumni Families.

➢ **Policy for Individual**

- Sports academies are organized during the summer break when the facility is free.
- Age-appropriate instruction are offered in classes such as aerobics, taekwondo, tennis, squash, cricket, football and conditioning.
- Instructional sessions are designed to motivate and develop skills that lead to a lifelong participation
- Participants shall dress in sports clothing and tennis/gym shoes (non-marking soles).
- Participants shall not wear sandals or other open-toed shoes. Each participant shall bring a kit bag carrying a towel, shampoo, comb, deodorant, an extra shirt, socks, and their own mineral water bottle daily.
- A refreshment stand is arranged during the training programme. Participants can avail juices on-demand at concessional rates
- Participants shall not wear jewelry. University and its employees shall not be responsible for any items that are lost or stolen during the sports training.
- A child may not leave with anyone other than the person(s) authorized on the registration form.
- The child is handed over to the authorized person carrying the security card issued by LUMS SWR Department.
- Parents admitting more than one child may be given a discount on the fee upon tendering a formal application to SWR Office. Approval of said discount is subject to the condition
- A child may not leave the programme early unless written notice is received from the parent/guardian
- SWR reserves the right to revoke the registration of any child who consistently disrupts normal activities. While this is a rare occurrence, it is important to note that consistent disruptions diminish the experience of the other participants. No refund shall be made if a child is

dismissed from the programme. Children missing the programme for reasons other than medical will not be allowed to make up missed sessions. Split sessions are not available.

- Families of alumni, students, faculties and staff children shall be given first preference for participation.
- The participants are required to deposit the charges into MCB LUMS Booth or T Block branch and submit the deposit slip along with filed registration form at the reception desk.

First Aid Disclaimers

- First aid and emergency medical services are available in the sports complex by student volunteers subject to their availability on campus.
- A doctor is also available at LUMS Medical Centre Near to Super Store 24/7.
- All exercise and sports sessions are undertaken at the member's own risk. Management will not be responsible in cases of injury or accident.
- Members are advised to get a medical doctor's clearance before starting any serious exercise programme
- All personal belongings brought into the premises shall be kept at the owner's risk
- All Students representing LUMS outside of campus needs to submit disclaimers signed by each individual to the Sports office prior to the departure.

Students Participation in International / National Sports Competitions

LUMS Encouraging its students to participate in World Universities Sports Leagues, Higher Education Commission, Higher Education Departmental games. Only those players are eligible to represent LUMS who attend training/practice sessions conducted by SWR coaches and selected during annual trails held by Sports Office. Moreover, LUMS Students can only participate in any Sports-related competitions after the necessary approval from Office of Sports, Wellness and Recreation. Sports at LUMS (SLUMS) nominations can be rejected in case players are not as per playing standards of game rules. Any form of supplements/muscle enhancement medicines are prohibited for players.

- **Sports Competitions Participation**
  - All events participations will be approved by Head of Sports, Wellness & Recreation at least 7 days prior to the competition subject to the availability of facility / required resources
  - Sports Officials will accompany the teams at outstation competitions
  - One disclaimer will be submitted to relevant game coach or Sports office at the time of trails
  - One Disclaimers will be submitted to Sports Office at least 3 days prior to the departure for every competition separately
  - LUMS will follow the international playing rules for competitions at LUMS. However, for competitions at other universities, HEC, HED, International and National Levels, hosts rules will be applicable to disqualify the player
  - Players need to submit original educational documents to Sports Office for necessary verification if needed by HEC, HED or any other tournament organizers
  - Participation in Sports Competitions is voluntary and honor for students so no player can seek any favors from LUMS administration on account of his / her participation in Sports Competitions.

- **Petitions for Sports Players**
  Petitions will be forwarded to OSA for only the approved list of players for the specific dates and classes after necessary documentation. Late submission at students' end will not be acceptable. OSA will be the final authority to approve or reject the petitions based on the recommendation of the Sports Office.

Contact Details:

Name	Designation	Contact Information	Ext
Babar Asad Khan	Head of Department	asadk@lums.edu.pk	8165
Amir Hussain	Pool Administrator	amir.hussain@lums.edu.pk	3811
Bilal Shahid	Receptionists	Bilal.shahid@lums.edu.pk	3801
Swimming Pool	Staff on Duty	swr@lums.edu.pk	3811

OFFICE OF PROGRAMME ENHANCEMENT (OPE)

The Office of Programme Enhancement is LUMS institutional research office with a mission to support quality assurance and to assist in the evaluation and planning efforts of the university's senior administration. The office aims to achieve its mission by supporting internal quality assessment mechanisms that involve periodic review of academic programs as well as collection, analysis and reporting of institutional data for various stakeholders. OPE acts as the university's primary interface with the Higher Education Commission on matters related to quality assurance. In addition, it is responsible for coordinating with organizations like QS and Times Higher Education for placement of LUMS in world university rankings.

OPE can be reached at ope@lums.edu.pk and on 2269, 2113, 2248, 2289 and 2165.

OFFICE OF ACCESSIBILITY AND INCLUSION (OAI)

LUMS takes pride in the diversity of its community. With students, staff and faculty coming from all corners of the country and beyond, the University is an intellectual hub rich with varying perspectives and transformative ideas. The LUMS community welcomes members of different ethnic and religious minorities, the transgender community, those who struggle with physical, cognitive and learning disabilities and aims to make the learning environment not only safe but inclusive and accessible for all.

The Office of Accessibility and Inclusion (OAI) has been set up as a means to fulfil this commitment and is dedicated to the inclusion of all members of the community thereby upholding the core values of LUMS which include merit, academic freedom, integrity, diversity, tolerance and excellence. It aims to provide every member of the LUMS community an equal opportunity to participate in the University's programmes, and benefit from the all the available services, just like their peers and empathetically addresses any issues that might be causing a hinderance in their learning journey here.

Work at the Office is informed by conversations, input and perspectives from students, staff and faculty throughout the University resulting in initiatives that are impactful and bring members of the community closer together.

The University recognizes that each individual is unique with a specific set of challenges and continues to evolve into a campus that is accessible and accommodating for everyone. From women scholarships to accessible restrooms, learning accommodation, and assistive technologies, LUMS aspires towards a No-Borders agenda; a commitment that no obstacle should come in the way of any individual, from fully experiencing LUMS and the opportunities it has to offer.

Focus Areas

Gender Sensitization

Women, men and members of the transgender community, all experience the campus differently. A female student, a male member of the faculty or a transgender staff member might all move through the campus with completely different vantage points. In order to create understanding and empathy for each other's experience and the challenges it entails, the Office of Accessibility and Inclusion plans to expand on existing gender sensitization trainings on campus and organize relevant seminars and workshops for everyone on campus.

Accessibility

The Office is determined to make all spaces on campus accessible to people with disabilities. Each disability has its own unique challenges which is why the work being done in this regard is two-fold. OAI is working on making the campus more accessible to people with physical disabilities; we are also looking into assistive technology to help students with learning disabilities excel in their classes and learning assistants for students with visual or hearing impairments. Currently, OAI has provision for learning assistants to help any student who may require help in moving across campus, taking notes in class, or other hurdles that may become easier with the help of a friend. Please email us at oai@lums.edu.pk for more information on how to arrange a learning assistant.

Academic Accommodations

OAI has also initiated petitioning of academic accommodation requests on behalf of students with disabilities. Students' information is gathered by OAI with the assistance of the Admissions Office and is duly verified before the acceptance letters are sent out to the incoming students. In addition to this, current students' applications are also assessed, and these students are given academic accommodation based on their medical or psychological assessments.

OAI works with a psychologist faculty member to determine these evaluations. The assessment and verification of these requests are thoroughly done, after which the OAI proceeds with the request of reasonable academic accommodation for the students.

OAI is planning and preparing prospective measures for an effective integration and inclusion of these students to make their learning experience more conducive.

Awareness and Dialogue

A free exchange of ideas is at the heart of the educational experience at LUMS and results in life-changing collaborations, ground-breaking research and transformative initiatives. Building on the University's culture of genuine conversations and dialogue, **t**he OAI plans to have students, staff and faculty interact and engage with each other in a safe and supportive environment. The aim of these initiatives is to provide the LUMS community the space to share their experience, challenges and concerns as they navigate their life at the University. The hope is that these conversations will further foster awareness and empathy

within the community members for each other's varying experiences and individual struggles. One such effort includes conducting university wide Sexual Harassment Awareness Trainings. The purpose of these trainings is to encourage conversation on important matters like sexual harassment, gender, consent, bystander intervention and role of a first responder to create a more informed, respectful, aware, and responsible culture on campus.

Sexual Harassment Inquiry Committee (SHIC)

The members of the LUMS community are governed both by LUMS' own harassment policy as well as the Protection Against Harassment of Women at Workplace Act, 2010. The Sexual Harassment Inquiry Committee (SHIC), which is housed in the Office of Accessibility and Inclusion, follows the rules and guidelines outlined by these two.

A victim of sexual harassment has the right to bring either an informal or a formal complaint to the committee. Informal complaints are usually resolved through mediation, while formal complaints can include penalties from community service and mandatory counseling to expulsion or ban from campus, depending on the circumstances of any given case.

The SHIC works to resolve cases as quickly as possible, and ideally (assuming full cooperation of all parties) within 30 days. The procedure for a formal complaint look something like this:

The complainant first fills out the official sexual harassment complaint form and questionnaire and submit it to harassment@lums.edu.pk. Along with the form, they should provide as much relevant evidence as possible, such as text communication, photos, or videos, that document the harassment or its impact, as well as a list of potential witnesses to any harassment.

The SHIC will contact the accused and inform them of the complaint, and request they respond to the charges. The accused can provide their own evidence or witnesses and a written statement addressing the charges. They may choose to send cross-examination questions for the complainant and the complainant's witnesses, which will be conveyed by the committee.

The SHIS will gather as much evidence and witness testimony as possible. Both the complainant and accused will be given a chance to respond to the evidence and testimony presented by the other side.

After reviewing all the evidence and testimony and consulting among themselves, the committee provides their decision to all parties and their relevant departments on campus (e.g. HR, Dean of Students). If there are any penalties these are carried out.

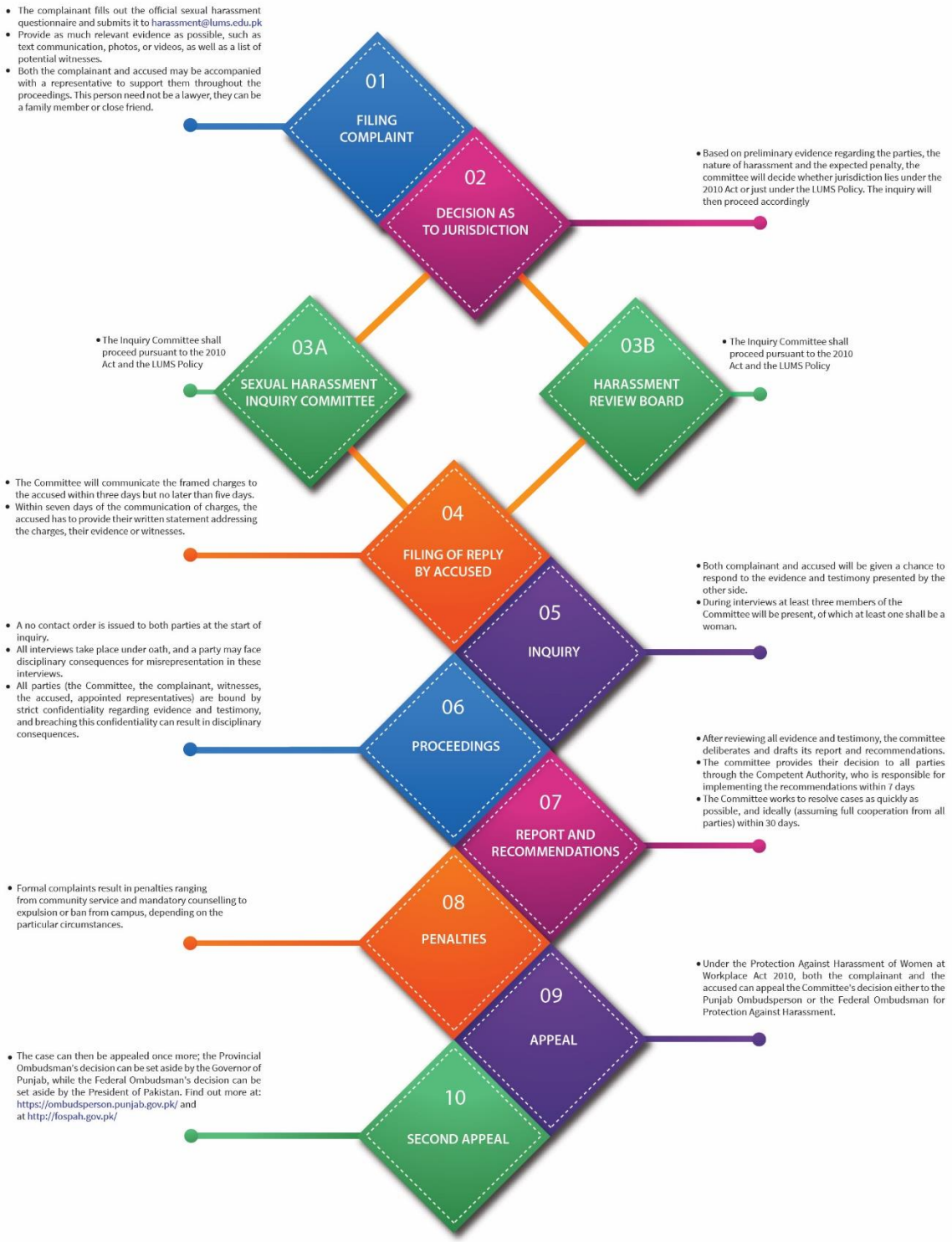
Filing a Complaint: Things to Know

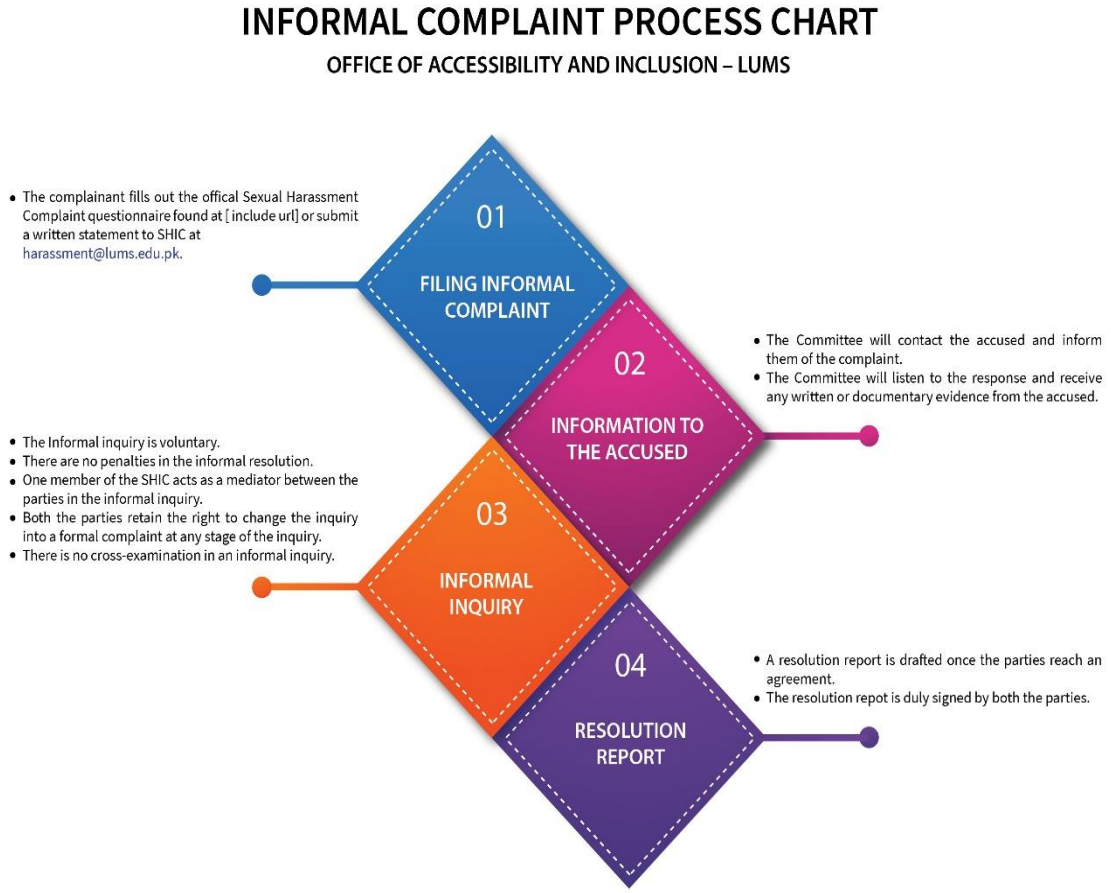
- An informal complaint can be turned into a formal complaint at any time.
- It is paramount that you provide as much and as complete evidence as possible regarding your case. This may include digital communication (not just with the accused, but with others you may have discussed the case with), photographs, videos, audio files, notes from healthcare providers and counsellors, or any other thing you can think of that is relevant.
- Both the complainant and accused can appoint a representative to support them throughout the proceedings. This person need not be a lawyer, they can be a family member or close friend.
- A case cannot be filed on someone else's behalf, nor should any person be pressured into filing a case.

- During an inquiry, involved parties are under a no contact order and must not communicate with each other, even indirectly or through a third person.
- In a formal complaint, all interviews take place under oath, and any party may face disciplinary consequences for lies or misrepresentation in these interviews.
- During interviews at least three members of the Committee will be present, at least one of them shall be a woman. An interviewee can request only male or only female Committee members to be present if desired.
- All parties (the Committee, the complainant, witnesses, the accused, representatives) are bound by strict confidentiality regarding evidence and testimony, and breaching this confidentiality can result in disciplinary consequences.

FORMAL COMPLAINT PROCESS CHART

OFFICE OF ACCESSIBILITY AND INCLUSION – LUMS





OFFICE OF INTERNATIONAL AFFAIRS (OIA)

OIA is responsible for coordinating, developing, and expanding the scope of the university's global footprint and international initiatives. The Office acts as a liaison between internal and international entities, facilitates international collaboration in line with global standards, and serves as the source of international opportunities, information and resources. OIA also consults and advises at all stages of partnership development, including identifying funding opportunities, hosting visitors and delegations, and coordinating exchanges with internal and external institutions.

Vision/Mission

The Office of International Affairs (OIA)'s mission is to give strategic and operational direction to LUMS' continuing internationalization. It is focused on building sustainable and mutually beneficial international partnerships that promote quality education and research by initiating and facilitating individual and institutional connections between LUMS and international students, faculty, and staff.

Through greater global engagement the OIA aims to increase the visibility and impact of LUMS around the world. OIA's goal is to create global learning opportunities on campus and abroad, bring international resources on campus, cultivate partnerships and connections with global institutions, and engage its alumni across the world. It is vital for institutions in today's world to maintain a committed, meaningful interaction with the world as a whole and that is what the OIA aims to practice and endorse.

Key Services

The Office of International Affairs is a hub for information about LUMS' international activities. In particular students should contact the OIA for information on study abroad programs, international exchanges, and summer programs. In particular OIA:

1. Provides information about potential international exchanges and other international mobility opportunities;
2. Delivers guidance and support on international exchanges and international mobility; OIA works with students who are interested in participating in a **non-LUMS term time or summer for-credit study abroad** experience;
3. Oversees and manages LUMS' global partnerships, and supports and facilitates global activities for students, faculty and staff;
4. Ensures engagement in all areas of international student affairs, ranging from recruitment and admissions to student support.

Important department specific information

The OIA currently manages 55 student exchange programs with leading international universities around the world. Through these programs LUMS students can attend exchange programs and study abroad for a semester or the summer, sometimes on partially or fully funded scholarships.

A selection of our partner universities:

- FH Joanneum University of Applied Sciences, Austria
- University of Regina, Canada
- Huazhong University of Science and Technology (HUST), China
- Koç Üniversitesi, Istanbul, Turkey
- Middle East Technical University – METU, Turkey
- Ozyegin university, Turkey
- Queen Mary University of London, UK
- Seoul National University (SNU), South Korea
- Universiti Putra, Malaysia
- University of Ulsan, South Korea
- University of Malaya (UM), Malaysia
- Universiti Teknologi Malaysia (UTM), Malaysia
- University of Passau, Germany
- Universiti Brunei Darussalam, Brunei
- ADA University, Azerbaijan

By promoting internationalization, the OIA helps LUMS to develop global citizens who can positively contribute to making our world a better place. Through global engagement LUMS students gain invaluable insights into world affairs and international problems, as well as perspectives and skill set that set them apart from other Pakistani graduates. Students are graduating into an increasingly integrated international environment that, while offering exciting opportunities, also presents many challenges. Through internationalization LUMS creates educational environments where students fully appreciate the complexity of global integration and develop skills to navigate it successfully.

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YouTube: https://www.youtube.com/channel/UC65dC7IrAWN21tSIE4-Ekpw/about

OFFICE OF ADVANCEMENT

The Office of Advancement integrates the operations of Marketing, Communications, Alumni Relations and Development and works towards a unified mission, which is 'To communicate a compelling narrative, strengthen relationships with key internal and external stakeholders of LUMS, and facilitate sustainable growth for the University'.

Communications

The Communications department is committed to sharing the LUMS story that informs, inspires and engages audiences. As a strategic partner to the University, the team works collaboratively with multiple partners, to curate and shape messages into stories and experiences that elevate the University's reputation and maintain its unique identity. The department reaches out to the LUMS leadership, students, faculty, staff, prospective students, donors, parents, visitors and alumni to foster active engagement with

the University and build a concrete relationship with each of them. As the official voice of LUMS, the team liaises between these groups and identifies the appropriate style, tone, messaging, strategies, and platforms to best highlight the University's global impact.

The team works collaboratively with campus partners to provide a number of targeted communication services, both print and digital. The department also ensures that all internal and external communication – from standees and posters to official correspondence, reports and brochures – are consistent in terms of approach and messaging. Annual publications such as the Academic Report, Profile Book and others are also developed by the department, in addition to a fortnightly e-newsletter that is circulated to internal and external stakeholders and covers the latest happenings at the University.

For more information or in case of any queries, feel free to contact us at communications@lums.edu.pk

Marketing and Branding

Recognised internationally as an institution for higher learning, LUMS is committed to providing world-class education to bright and talented students from across the world. Every year, the Marketing team leads several efforts across multiple platforms to elevate the University's profile nationally and internationally.

True to LUMS philosophy, the Marketing department works collaboratively to identify most effective platforms to tell the best "stories" about LUMS' excellence, whether through news, media outreach, print, web, social media or other digital strategies. As custodians of LUMS brand, the marketing team also designs and executes different campaigns that elevate the brand, engage multiple audiences and showcase the University's impact in society and the industry. The department also provides stakeholders with a variety of targeted marketing and digital solutions.

The focus of the unit is to build awareness, manage perceptions and increase support for LUMS across the board. This is achieved by collaborating with partners across the campus to connect LUMS with target audience segments as well as the community at large. Marketing works on highlighting the achievements of LUMS and its family – students, alumni, faculty and staff through the website and social media presence on Facebook, Twitter, LinkedIn, Instagram, and YouTube.

The unit is also responsible for marketing programmes offered by the five Schools at LUMS, providing prospective students and the general public with essential information about the different programmes and helping them with the admission process. Various marketing activities are carried out throughout the year, such as nationwide school outreach, information sessions at educational institutes, expos for potential students and their parents, open days in various cities, programme webcasts and ATL, BTL and TTL campaigns for the programme admissions.

Alumni Relations

Our mission is to ensure sustainable and meaningful engagement* with our alumni. We aim to continuously establish new ways of connecting, which will better meet the needs of alumni, students and the University. We truly are in the business of friend making, with an overarching vision of establishing two-way communication with alumni leading to a mutual give and take.

**Engaging our alumni involves fostering a relationship with this ever-growing community that embodies the LUMS spirit, strengthening their connection with their alma mater, including them in the University's*

countless initiatives, and providing them with opportunities that help enhance both their professional and personal lives.

To facilitate networking, we have formed alumni chapters in various cities and countries all over the world. In addition to providing a forum for socialising, these chapters are a source of great support for newcomers to the area. They also help LUMS with its marketing, placement and fundraising efforts. In an effort to facilitate even closer networks amongst our alumni, we have also formed affinity-based alumni associations such as the SDSB Luminites Association, the CSS Alumni Association, the Law Alumni Association, and the CS Alumni Association and we look towards creating more in the future.

Our communication with the alumni community includes the alumni website, the annual alumni magazine, alumni social media pages and a quarterly alumni e-newsletter. Through these channels, alumni and students can get the latest information on LUMS, job openings, alumni benefits, corporate discount offers, faculty research, alumni success stories, activities of LUMS alumni chapters, and general news and announcements. A major part of our engagement with alumni focuses on reunions and events. Batches and chapters get together for different kinds of reunions throughout the year from batch teas and mentorship workshops, to guest speaker sessions and class reunions. In addition, the flagship event of the year for our alumni community is the annual Alumni Homecoming where alumni are welcomed back to campus for all kinds of knowledge sharing and merriment.

Alumni can also avail a variety of privileges offered through the LUMS Alumni 'Smart' Card. These include LUMS car stickers, discounted accommodation at REDC, access to LUMS sports and library facilities, and a range of corporate discount offers. Alumni Relations offers a programme of events and activities to help students make the most of our global network of more than 14,000+ alumni (graduates). We generate opportunities for alumni, friends and supporters to stay involved with the University.
For more information or in case of any queries, feel free to contact us at alumnirelations@lums.edu.pk

Development
Development aims to create and foster relations between LUMS and donors through various activities that engage, acknowledge and recognise the latter. Development consists of two portfolios: donor outreach and donor stewardship. The donor outreach team maximises the grants received for the National Outreach Programme, student scholarships, infrastructure and research. Where as, stewardship works towards building and maintaining productive relationships with donors and creating a mutually beneficial relationship.

Funds are solicited from donors that include international agencies, public sector organisations, corporates, high net-worth individuals and our alumni. Through the efforts of the Development team, generous scholarships are offered to students every year through the National Outreach Programme and Financial Aid. Currently, 35% of our students are receiving some sort of scholarship, ranging from 20-140% of tuition. Donors are kept well-informed about the progress of sponsored students.

Renowned for academic excellence, LUMS is also a leader in sponsored research projects. To support research, our team is working towards partnership opportunities with various corporates through setting up named endowed chairs. Development also facilitates naming opportunities for infrastructure within LUMS.

For more information or in case of any queries, feel free to contact us at giving@lums.edu.pk

LUMS LEARNING INSTITUTE (LLI)

The LUMS Learning Institute (LLI) was established in 2019 as a state-of-the-art centre for teaching and learning. Inspired by successful models from universities around the world, the Institute engages students as partners in educational development, supports faculty with instructional skill development and critical inquiry on the impact of their teaching on student learning, and promotes an environment for sustained effort and shared responsibility for quality enhancement.

Mandate

The LLI's core mandate is to strengthen teaching and learning communities, cultures and practices at LUMS university. The LLI provides leadership in teaching and learning by encouraging and, supporting the scholarly exploration, innovation, implementation, evaluation and dissemination of teaching and learning practices. LLI's focus is on four key areas:

1. Supporting evidence-based pedagogical practice
2. Purposeful collaboration with students
3. Strategic growth and enrichment in both the human and technological resources supporting excellence in teaching and learning at the university and beyond
4. Innovative pedagogical research that enhances and responds to teaching and learning practices

Core Programmes

The LLI core programmes are co-led by LUMS faculty, LLI staff and student partners. The Institute engages students, individual faculty and departments in conversations and collaborations on teaching and learning through four inter-connected programmes.

1. Faculty Development Initiatives

Instructional Skills Training Workshop:

To date, the 3-day Instructional skills training (IST) workshop is one of the most popular teaching development opportunities at the LI. In the IST, participants work in small groups to learn how to implement lesson design and increase student engagement in learning. Each day they design and deliver three 10-minute lessons and receive verbal, written and video feedback from their peers and trained facilitators. Since May 2019, 110 participants from across the 5 schools have participated in the workshop.

Online Pedagogical Skills Training Workshop:

This 3-day intensive workshop was designed to support faculty in developing instructional skills for online learning and teaching during Covid-19. The workshop was run by a team of 7 facilitators over the summer and was attended by 81 full-time faculty, adjuncts, and teaching fellows.

Course Design Express:

This is a self-paced course where participants work through a series of five flexible blocks, working their way up to building their course outline. Optional prescheduled check-ins and group discussions are provided to those who want support and feedback. The CDE was piloted in December 2020 with 10 instructors and will continue to be offered several times in 2021.

Instructional Skills Implementation Course:

An extension of the IST, the ISI is a blended course that provides opportunities for instructors to develop their lessons and practice evidence-based instructional skills in courses currently in session. Instructors

interact with their peers online and use a combination of video and online annotation tools to offer feedback on their lessons. This course is offered over 6 weeks each semester and is highly focused on giving and receiving feedback on teaching.

Instructional Skills Training-Online:
Due to a tremendous demand for our IST workshops, a complete online asynchronous four-week IST course called IST-O is currently in development to be offered on LUMSx and will be open to instructors outside of LUMS in the future. The course will take on the elements of the live IST workshop with a focus on asynchronous group work and online peer feedback. Participants in the IST-O will experience the same level of engagement as the in-person IST. They will be expected to practice teaching and will engage in the process of giving and receiving feedback.

2. **Student Partnerships**

Pedagogical Partnership Programme
The Pedagogical Partnership Programme is a LUMS-wide initiative which aims to establish meaningful partnerships between students and staff/faculty to work on a range of teaching and learning projects. The programme provides compensation for students to work as full members of project teams with faculty and/or staff. The visioning work for the programme began in Fall 2019 with a core group of faculty staff and student advisors from across LUMS. It was inspired by similar partnership programmes from institutions worldwide who have shared widespread benefits of involving students as partners in diverse educational projects.

The Pedagogical Partnership Programme has successfully completed its one year at LUMs. The programme was piloted over the summer and fall of 2020 and has supported 25 pedagogical partnerships with more than 38 student partners and 27 faculty/staff partners to date.

Professional Partnerships Programme
The Professional Partnerships Programme is a progression of LLI's Student Partnerships vertical, which was piloted in Spring 2022. The Professional Partnerships Programme seeks to create professional partnerships between students and businesses with a view of creating professional capacity building among students alongside their studies.

The first project was initiated in collaboration with the Monal/Baaradari Group, where 10 students were taken on board for a paid opportunity of theoretical as well as professional training and collaboration in areas of the hospitality industry such as customer service, supply/chain management, location selection, menu design, legal issues revolving around hotel/restaurant management etc. In turn, students added value to the organisation through a multitude of activities such as designing menus for Ramadan/other events, collecting feedback from customers guised as mystery shoppers, providing feedback on food choices and quality etc.) LLI is looking forward to continuing creating similar professional partnership opportunities in the upcoming semesters.

3. **LUMSx**

Started in 2020, LUMSx is a university-wide initiative with primary goal of transforming teaching and learning by providing the best tools and resources needed to create meaningful online learning experiences. The platform to enable faculty to create online and blended aspires to harness the potential of digital technologies and innovative pedagogies to open learning, discourses, and research inside LUMS

for everyone. It is an innovation hub that is leading the way to rethinking and reimagining the possibilities of digital learning and its impact in Pakistan and beyond. LUMSx plans to offer a large portfolio of online classes in various subjects and disciplines as well as executive and lifelong learning opportunities designed to meet the unique needs and ambitions of adult learners. It will host courses from the LUMS Continuing Education School, Rausing and Executive Development Centre and LUMS Learning Institute. Offerings will include short courses, professional development workshops, Massive Online Open Courses (MOOCs), and blended courses. Courses will be offered to students, academics, professionals and independent learners.

4. Research in Teaching and Learning

LLI leads and collaborates on research that informs their work in supporting evidence-based pedagogy, contributes to institutional teaching and learning priorities, and develops new knowledge about teaching and learning. We aim to support and recognize teaching and learning research through future programming and by creating opportunities for scholarly discussion, dissemination, and recognition.

5. Vice Chancellor's Award for Excellence in Teaching and Learning

The Vice Chancellor's Award for Excellence in Teaching demonstrates the value LUMS attributes to the core function of teaching and learning. Each Award recognizes the contributions of individuals who, through innovation, commitment, and continued excellence in teaching have significantly enhanced the quality of their students' learning experiences. The Award recognizes sustained achievement with weight given to evidence of continuing effort and outstanding contributions in teaching and learning over several years. Outstanding contributions capture the intellectual growth of students and enhanced student learning that results from innovative teaching in the classroom, the mentorship of students through involvement in research or practical experience, the development of novel and effective educational materials, and leadership that promotes teaching and learning at LUMS. 5 Awards have been awarded this year to faculty members across schools.

6. TA Development Programme

TA Development Programme projects LLI's belief in the professional development of students in various capacities. Initially launched as the *TA Training Webinar* to cater to the professional development needs of TAs, this workshop-style training sessions were revamped and merged under the **TA Development Programme** in Spring 2022. The webinar, earlier stretching to three hours, has now been divided into a series of webinars of one hour each, based on building effective communication strategies, administering constructive feedback, and various aspects of course management. The professional development opportunity is designed for TAs to engage in a discussion-based experience to learn more about their roles and responsibilities.

Contact Information:

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CENTRE FOR CONTINUING EDUCATION STUDIES (CES)

The Centre for Continuing Education Studies (CES) at LUMS is dedicated to extending educational opportunities to diverse learning communities in Pakistan. Our programmes, designed and delivered by highly acclaimed industry experts and academics, are tailored to the needs and expectations of learners from various walks of life.

Through an extensive range of courses, offered in a variety of fields and formats, CES seeks to support students, professionals and non-traditional learners to pursue their newly found interests, rediscover old passions, develop professional expertise, or simply expand their intellectual horizons. The Centre for Continuing Education Studies (CES) offers courses of flexible durations ranging from weekend-long workshops and short courses in the evenings to semester-long programmes. These courses are taught by leading LUMS faculty and industry professionals.

Majority of the courses are open to all and don't need any pre-requisites to register. The courses are mostly geared towards individuals who are not necessarily looking to enroll in a degree programme but are curious about a new subject or want to pursue their lifelong passions and develop their skillset in a particular subject area.

The Centre's new approach includes concerted efforts to develop innovative and diverse curricula, offer certifications and diplomas, and pioneer courses on new formats. Recently, CES has introduced Urdu Language course that primarily caters to foreigners and non-native speakers. Through LUMSx platform, asynchronous online courses are being developed. CES offers Summer School and Winter School for High School Students and Young Scholars Program has recently been developed to cater to a younger audience (9-12 year olds).

CES Vision

- Continuing/part-time/professional education
- Reaching out to diverse learning communities
- Curriculum development

Highlights

Since its inception in April 2017, 8500+ participants have successfully graduated and have become a part of our alumni network.

- Employees of top MNCs and leading national firms have been trained by us.
- These include Unilever, UNDP, Nestle Pakistan Ltd, Honda Fort, Coca Cola, Telenor, PepsiCO, Netsol Technologies, Nishat Group, Total Parco, Interwood, P&G, Packages Limited, Airlift, Zameen.com, Systems Limited, Engro Fertilizers, Fatima Fertilizer, Allied bank, Daraz.pk, Federal Board of Revenue and many more.
- Over 75+ courses offered
- Participants ranging from the ages of 9 – 72.

To learn more, please visit ces.lums.edu.pk or write to us at ces@lums.edu.pk

THE GAD AND BIRGIT RAUSING LIBRARY

The Gad & Birgit Rausing Library at Lahore University of Management Sciences serves as a centre for information resources and knowledge for the faculty, researchers and students through its wide range of collections, competent staff, high-quality infrastructure, and innovative services. Currently the Library has a collection of over 289,000 books and documents, access to 217,298 online books, 2500 Audio Visuals, CDs & DVDs, and subscription to 300 print journals. It also provides campus-wide as well as off-campus access to over 38,000 full-text online research journals published between the 1800s to the present. The Library maintains press clippings from leading national newspapers on 51 broad subject areas related to Pakistan's business and economy. It also indexes more than 25 major Pakistani business & social science periodicals in the Pakistan Periodicals Index database.

In line with the Library's mission to excel in supporting the academic and scholarly endeavours of its users' core instructional and research requirements, the Library continuously strives to introduce user-focused innovative systems, services and resources.

Library Services

The Library offers a variety of services to assist the faculty in their teaching and research. These include but are not limited to:

- **Course Guides:** The Library has developed these guides on core subject areas using state of art content management system, LibGuides. This service enables library users to find their required content on specific subject areas through a customized interface. Guides on all subject areas and their relevant courses have been developed and are regularly updated by the relevant library staff.
- **NaviBook Application:** The NaviBook, a navigator application kiosk is the first-ever facility introduced by Gad & Birgit Rausing Library in Pakistan, it facilitates the visitors to search and navigate through 150,000 books available in more than 1000 racks housed on two floors of the Library. The navigation path to the desired book rack can also be imported to NaviBook Android through a QR code.
- **Self-Check Service:** Self-check kiosk enables users to checkout/ check in and renew library material without any intervention from the library staff. This service saves the time and efforts of the users.
- **Digital Scanning Service:** Two digital scanners are available on both floors of the Library. Users can digitize their required contents (within copyright limits). This service is environmentally friendly and saves time and paper.
- **Kindle e-readers Issuance:** Kindle e-book readers have been made available for issuance (for Fourteen days). Kindles are pre-loaded with classics, fiction and course packs, and these readers are also configured to access more than 35,000 online journals and over 150,000 e-books.
- **Book and Article Alerts:** Alerts are sent to the concerned faculty according to their interest areas determined by the librarians during library orientation, and through the circulation of the list of subscribed journals. Lists of fresh arrivals are circulated to users and posted on the library portal at https://library.lums.edu.pk/book-list
- **Document Delivery Service:** If an article or a document is not available in the Library, arrangements are made to acquire it from other libraries through interlibrary loan and international document delivery services.
- **Virtual Private Network (VPN):** It provides off-campus access to Library's full-text resources at: https://vpn.lums.edu.pk/+CSCOE+/logon.html

- **Teaching Resource Centre:** Teaching Resource and Circulation librarian (mnadeem@lums.edu.pk) helps in getting instructor manuals, tutorials, PowerPoint presentations, test banks, course outlines of other universities, student handouts, and solution manuals.
- **Reference and Research Support Services:** Specialized helpdesks have been set up to provide in-depth reference and research support. Users can visit these helpdesks, seek assistance through telephone, fax, and e-mail, and can also live chat with library professionals through the web chat facility at https://library.lums.edu.pk/live-chat-library. The Library also facilitates its users in searching for relevant literature to support their academic and research endeavors.
- **SMS alerts:** Library has initiated an SMS alert service for its users. Now the users receive SMS alerts from LUMS Library two days before the due date of issued items.
- **Plagiarism Detection Support:** The Library facilitates LUMS faculty's access to online plagiarism detection service Turnitin. It provides training to use this tool and helps faculty member with interpreting similarity reports of the publications scanned through Turnitin. Mr. Muhammad Zeeshan (muhammad_zeeshan@lums.edu.pk) can be contacted for any assistance in this regard.
- **Multimedia Services:** The Library provides access to audio-visual material including DVDs, CD-ROMs, and videos, which can be borrowed or watched in-house. The services section is equipped with Cable TV, VCR, and CD/ DVD players.
- **Wireless LAN:** The Library is a Wi-Fi enabled area that provides Internet connectivity to its fast-growing smart phones, notebook, and laptop users.
- **Donating Books:** The Library has initiated the campaign "Love your books, then share them" between the LUMS community to spare the knowledge. A donation shelf has been placed near the newsletter section. There are some terms and condition to accepting the donation; donated books should be in good condition and do not accept dirty, yellowing, torn - loose or missing pages.

Organization of Collections

The Library is spread over two floors. The ground floor houses collections on Business, Computer Science, Pure Sciences and Engineering, as well as, popular books and magazines, theses and dissertations, graduate students' projects, multimedia, course reserves, photocopiers, self-check machines, e-kiosk, digital scanner, digital access center, finishing corners, bookshop, and circulation counter. The first floor (Khalid Ishaque Wing) houses books on Economics, Humanities and Social sciences, Law, Politics, History, Languages and Literature, Rare Books and the Oriental collection. It also has scholar's common, researcher's common, digital scanner, photocopier, finishing corner and coffee reading lounge, where hot beverages are allowed. The books and other reading materials are put into various sections according to the specific nature of the collection. The Library uses the Dewey Decimal Classification Scheme to classify and shelve its knowledge resources. It starts from 000 and goes to 999 in decimal order.

Electronic Resources

The Library's electronic resources are growing at a fast pace. It provides access to a wide range of electronic resources including e-databases, e-journals and e-books that are accessible on campus and off-campus through VPN. Some important resources are:

- **SCOPUS** - http://www.scopus.com/: Scopus is the largest abstract and citation database of peer-reviewed research literature with over 20,500 titles from more than 5,000 international publishers. Scopus offers researchers a quick, easy and comprehensive resource to support their research needs in the scientific, technical, medical, and social sciences fields, as well as arts and humanities.
- **Grammarly**- https://www.grammarly.com/signup: Grammarly is an automated tool that corrects contextual spelling mistakes, checks for more than 250 common grammar errors, enhances

vocabulary usage, and provides citation suggestions. Grammarly will not edit your work for you; it is up to you to incorporate Grammarly's feedback and decide what suggestions are most appropriate. Grammarly can be used through the web interface as well an add-in for MS Word can be download from https://www.grammarly.com/office-addin

- **Science Direct** -http://www.sciencedirect.com: it is the world's leading electronic collection of journals and provides access to the full text of the last ten years. Subject areas include business, management, mathematics, computer science, and economics
- **Wiley Interscience** - http://onlinelibrary.wiley.com: It has over 1400 leading journals. It covers full spectrum of science, technology, engineering, medicine, business, social sciences, and humanities.
- **SpringerLink** - http://www.springerlink.com: It is one of the world's leading online information services database for scientific, technical, and medical books and journals. Over 1100 peer-reviewed journals are available with back files starting from different dates.
- **Business Source Premier** - http://search.ebscohost.com: Business Source Premier is the most popular business research database that features the full text of more than 2,150 journals. The full text is provided for journals published since 1886, and searchable cited references date back to 1998. Additional full text and non-journal content includes market research, industry, country , company profiles, and SWOT analyses.
- **Cambridge Journals Online** - http://journals.cambridge.org: It is the Cambridge University Press' collection of nearly 200 leading journals across the sciences, social science s and humanities.
- **Emerald Insight** - http://www.emeraldinsight.com: Emerald Insight provides full text of all 150+ Emerald online journals available, with full text back-files, many going back to 1990's, with abstracts going back in some cases to 1980's.
- **Informs Journals** - http://journals.informs.org: It has 12 scholarly journals including the flagship journals Operations Research and Management Science. It provides full text access to current four years' content.
- **IEEEXplore** - http://ieeexplore.ieee.org: IEEEXplore provides full-text access to 132 IEEE and 45 IEE journals, magazines, transactions and conference proceedings as well as active IEEE standards.
- **ACM Digital Library** - http://portal.acm.org: ACM digital Library includes full-text articles from all ACM journals and magazines – from 1985 to the current issues, and ACM conference proceedings for the same period.
- **American Chemical Society (ACS)** - http://pubs.acs.org: It provides full text access to more than 40 ACS journal titles, some of which date as far back as the 1800s.
- **JSTOR** - http://www.jstor.org: It is an online archive database with complete back files of over 1100 journals covering business, economics, mathematics, law, humanities, social sciences, and education.
- **LEXIS ADVANCE** - http://advance.lexis.com/ It provides access to more than 3.5 billion public records including state and federal case law; codes and statutes; court documents and extensive secondary materials.
- **ProQuest Dissertations and Theses:** ProQuest Dissertations and Theses (PQDT) is an online database that indexes, abstracts, and provides full-text access to dissertations and theses. It is a world's most comprehensive collection of dissertations and theses from around the world. This database includes over 2.4 million records and covers 1637 to the present.
- **ProQuest e-books Central:** It offers an increasing selection of more than 40,000 e-books in business, economics, computers, engineering and technology.

- **Oxford English Dictionary**- http://www.oed.com/ : The Oxford English Dictionary is the accepted authority on the evolution of the English language over the last millennium. It is a guide to the meaning, history, and pronunciation of over half a million words, both present, and past. It traces the usage of words through 2.5 million quotations from a wide range of international English language sources. The OED covers words from across the English-speaking world. It also offers etymological analysis and listings of variant spellings.
- **World Bank Global Development Finance (GDF Online):** GDF (online) contains statistical data for the 138 countries that report public and publicly-guaranteed debt to the World Bank Debtor Reporting System. The database covers external debt stocks and flows, major economic aggregates, and key debt ratios as well as average terms of new commitments, currency composition of long-term debt, debt restructuring, and scheduled debt service projections.
- **IMF E-Library:** The International Monetary Fund's (IMF) e-Library simplifies analysis and research with direct access to the IMF's periodicals, books, working papers and studies, and data and statistical tools. It provides information and perspective on macroeconomics, globalization, development, trade and aid, technical assistance, demographics, emerging markets, policy advice, poverty reduction, and so much more".
- **EastLaw:** EastLaw.pk a collection of over 100 databases, with more than 1 million documents and over 10.4 million pages, our legal research tool provides top quality information with an interface which makes research a quicker, easier and more effective process. EastLaw.pk provides its users the opportunity to research into their preferred area of practice, and the option to save it in their personal dashboard.
- **HEINONLINE:** HeinOnline is a premier online database containing more than 173 million pages and 270,000 titles of historical and government documents. HeinOnline bridges an important research gap by providing comprehensive coverage from inception of more than 2,700 law-related periodicals, and contains the entire Congressional Record, Federal Register, and Code of Federal Regulations back to 1754. Entire databases are dedicated to treaties, constitutions, case law, world trials, international trade, foreign relations and much more.
- **Faculty Opinions**: https://facultyopinions.com/ Faculty Opinions is an expert guide to the literature that comprehensively and systematically highlights the most interesting articles published in Biology and Medicine based on the opinion of over 8000 leading international scientists, medics and clinicians.
- **Oxford Bibliographies:** https://www.oxfordbibliographies.com/ Developed cooperatively with scholars and librarians worldwide, Oxford Bibliographies offers exclusive, authoritative research guides across a variety of subject areas. Combining the best features of an annotated bibliography and a high-level encyclopedia, this cutting-edge resource directs researchers to the best available scholarship across a wide variety of subjects.
- **Passport by Euromonitor:** https://www.portal.euromonitor.com/ Passport is Euromonitor International's global market analysis software platform, which analyses the industry in countries around the world. Access more than 115 million internationally standardized statistics.
- **Project Muse:** https://muse.jhu.edu/ Project MUSE provides access to 430 full-text journals from 108 publishers in humanities and social science. MUSE pricing meets library needs around the world.
- **ProQuest Social Science Premium Collection:** https://www.proquest.com/ This collection provides access to databases covering international literature in social sciences, including politics, public policy, sociology, social work, anthropology, criminology, linguistics, library science, and education. Featured databases include IBSS, Sociological Abstracts and Worldwide Political Science

Abstracts. Together, they provide abstracts, indexing and full-text coverage of journal articles, books, book chapters, dissertations, working papers, and more.

Information Retrieval System

The Library is continuously introducing user-focused innovative information access and retrieval systems. The Library is using state of the art Integrated Library System VIRTUA, which provides remote and free access to its library catalogue, secure access to user accounts, and other personalized services. Multiple access points are available for users to search and download full-text resources. They are:

- **The Library Website** (http://library.lums.edu.pk) provides a comprehensive gateway to a wide range of library materials, both online and in print. It is a primary source of information about library collections, services and facilities. User self-sufficiency and ease of access are promoted by designing a single, coherent, remotely accessible service.
- **CHAMO Library Portal** (http://libraryportal.lums.edu.pk/) provides access to library catalogue and secure access to patron accounts. Users can carry out many transactions like reissuing books online, reserving checked out items, viewing fine details, initiating book purchase requests, exporting bibliographic records, and reviewing, ranking, and tagging library items. Patrons can save a search query for future retrieval, set alerts by email, and use RSS for books and journals of their interest.
- **Web Discovery Service** (https://search.ebscohost.com) The Web Discovery Service searches seamlessly across a wide range of local and online resources, including library catalogue, online journals, e-books and other contents through one window interface.
- **Course Guides:** Library Course Guides enable the users to find their required contents on specific subject areas through a customized interface. Guides on all disciplines related to the courses offered at LUMS are developed and regularly updated by the relevant library staff.
- **Full Text Linking from SCOPUS and Google Scholar:** The Library has enabled full text linking of subscribed contents from the world's most popular search engine Google Scholar and the largest peer-reviewed indexing source SCOPUS. Users can get the required full text while searching from these sources.

Library Environment

The Library is a pollution-free area – no eatables, mobile calls, loud discussion, and drinks (except soft water) are allowed in the Library.

Interlibrary Loan

The Library also supports research activities through electronic document delivery services, interlibrary loans and cooperation arrangements with leading local and international libraries and information centers.

Citation Management Tools

Provision of access to a variety of citation management tools like Endnote, Mendeley and Zotero through the Library is another step towards augmenting research activities at LUMS. These software(s) facilitate keeping track of research resources and inciting these resources in one's research. The library website also presents a comparative analysis of various citation tools, thus facilitating selecting the most suitable one. Moreover, Library facilitates in utilizing plagiarism detection and management tool Turnitin. As part of publishing support, the library provides its services in creating book indexes through various software.

Information Literacy Sessions

LUMS library imparts information literacy among its users through Research Skills Enhancement Sessions, orientations of newly entrants, and in-class sessions. These sessions help enhance library users' understanding of library resources and services.

The professional staff is available seven days a week to render efficient lending and reference services. Online databases are accessible from the terminals in the Library and from the campus-wide network.

Opening Hours

The Library is open seven days a week and around-the-clock during exams.

Monday – Friday	0830 hrs to 0200 hrs
Saturday	1000 hrs to 1000 hrs
Sunday	1000 hrs to 1000 hrs

Library remains open around the clock during exams.

Helpdesks on both floors provide proactive services from 0830 hrs to 2000 hrs (Monday to Friday).

The Library remains closed on public holidays

Library Usage Policy

- Users can bring their personal belongings such as handbags, briefcases, etc., inside the Library at their responsibility.
- Submit any book for inspection, when requested by the library staff.
- Do not write, underline or mark any book. Library books are carefully examined on return, and the borrower is held responsible for any damages.
- Please leave books on the table or the book trolley after reading. Please do not shelve the books.
- Except for brief and subdued talk with the library staff, complete silence should be observed.
- Drinks and eatables are not allowed in the Library.
- Smoking is strictly prohibited in the Library.
- Keep your mobiles switched off/silent within the library premises.
- Students wearing shorts are not allowed inside the Library.
- Do not change the configuration of computers or any other equipment in the Library. LUMS IT code of conduct must be observed while using IT applications.
- Library is not responsible for any losses; please do not leave your belongings unattended.

Lending Rules

Students become members of the Library on their admission at LUMS. However, they are required to sign the "Relationship Form" to activate their membership. All registered users are entitled to borrow materials from the Library. Borrowing privileges may differ depending on the membership category.

The borrowing privileges for course reserve* and general books are:

MEMBERSHIP CATEGORY	BORROWING PRIVILEGES	DAYS
Undergraduate Students	8 books	14
Graduate & Postgraduates	15 books	14
Teaching Assistants	8 books	14
Research Associates	15 books	14
Faculty	30 books	120
Staff	4 books	14
External Members	4 books	14

**Course reserve is issued for three hours.*

- Presentation of a valid library card is necessary for any checkout at the circulation desk.
- Loan may be renewed if another user has not reserved the desired book. Overdue books will not be renewed online.
- Books already checked-out by some other user can be reserved. You can also request reserving the book through iPortal.
- Reference material, CD-ROMs, annual reports, pamphlets, current and bound periodicals, IA (industrial advisory) reports, thesis/dissertations, student's projects and newspapers cannot be checked-out. They can only be consulted within the library premises.
- A photocopying facility is available where copyright rules permit. Patrons can get photocopying cards @ Rs.60/- per card from the Library after making payment in the Bank.
- If you accidentally misplace a book and could not find it after a thorough search, report this to the Circulation Desk immediately to avoid an overdue fine.
- Mutilation of library material can lead to a disciplinary action against the perpetrator. Books accidentally damaged should be reported so that suitable assessment can be made and damages can be collected / imposed.
- Library material borrowed by any member is subject to recall if needed by the library. A fine may be imposed if the recall request is not entertained.
- Any material not returned or renewed within 60 days of the due date is considered LOST.

Fines

To encourage the timely return of library materials and to provide optimal sharing of the collections, fines are charged for overdue items. Borrowers are responsible for returning or renewing items by the due date. If items are not returned within the due date, fines become retroactive to the first overdue day at the following rates.

- Overdue Books: Rs.10/- per book per day.
- Lost Books: In case of loss or damage, the patron is charged three times the item's current price.
- Course Reserve: This material is issued for three hours only. If the material is not returned within the allocated time, a Rs.50/- fine for each extra hour is charged.
- Disciplinary Fine: Rs. 500/- on first-time violation, Rs. 1000/- on second time violation. If the patron continues, the case is referred to the Disciplinary Committee.
- Overdue and fine notices are sent through official email. All library fines are only paid with the Accounts department. Library account is blocked if the fine exceeds Rs. 5,000/-

INFORMATION SYSTEMS AND TECHNOLOGY (IST)

Teaching and Learning at LUMS is technology – intensive. LUMS offers a rich and diverse computing environment that effectively meets the productivity requirements of its students, faculty and staff. Information Systems and Technology (IST) supports academic and administrative computing systems and spearheads IT-initiatives to ensure adequacy of the technology infrastructure.

Each day, the LUMS community plugs into a vast campus network. Those who are off-campus, have secure, web-based access to online course support services such as enrollment, assignments and grades, message boards, and e-mail. Wireless access is available in all the buildings, covered areas, and some of the selected outdoor points such as outside of the Law School, SBASSE, SDSB, Library buildings, and student sitting area outside of KHOKHA, PDC and EDH. Internet access at LUMS is fast and reliable. The campus currently consumes a total of 1.8 Gbps of internet bandwidth across its labs, offices, and residences.

Computing Labs

There are eight general-purpose computing labs with approximately 498 PCs at LUMS. Four computing labs are located on the second floor of the library building, one lab with 82 computers in the SDSB building ("Trading Lab"), one lab with 60 computers in the SBASSE basement ("Sohail Aslam Lab"), one lab with 102 computers in SBASSE ground floor ("Programming Studio"), one lab with 20 computers in LAW School ground floor ("UBL Lab"). Computing resources, printing facilities and support in the library building labs are available 24x7. All the computing labs are equipped with high-end workstations, document scanners and high-speed laser printers. In addition, kiosks have been placed, outside the library and Lab 2 for quick access to email and the web.

Apart from the general computing labs facility, there are four computing labs in SBASSE, having seating capacity of 25 computers each. These labs are located on 1st, 2nd, 3rd and 4th floor of the SBASSE building. A student may reserve a PC in the lab with custom installation of required software or hardware. Computing labs may also be reserved for a fixed period exclusively for specific group at the request of a faculty member, authorized staff and president of society. Lab reservation hours are posted by the lab staff and students are expected to observe them.

Email

Every student is provided with a LUMS email account, hosted on Microsoft Office 365 cloud services. Webmail is accessible via https://outlook.office365.com/. Students are strongly advised to check their emails regularly as communication between most departments and students is through this channel. At times homework is also assigned over email.

Printing Services

Laser printing facility is outsourced to vendors. Printers are spread throughout the campus. Contractor shop(s) are located alongside the visitor's car parking where you can pay and get the printing quota. You can also top up your printing quota from the IST labs as well

Academic Software

Academic software that IST provides in computing labs are:
Microsoft Office, MS Visio, MS Project, MS Visual Studio, MS Visual Studio. Net, Matlab, Mathematica, STATA, WinRAR, Adobe Acrobat Professional, Adobe Photoshop, Adobe Illustrator, Microsoft Publisher, SPSS, AMOS, Eviews, Scientific Workplace, Maple, MicroC Pro, Palisade decision tool suite, ChemDraw

Ultra, Data Stream, OSIRIS, Softech, Bloomberg databases, Abby fine reader, ArcGIS, Endnote, Graphpad, Prism, Inpage, Math type, Maxqda , Nero,, NVIVO, PSIM, Snap Gene, SAP GUI Client, TSP , and Aspentech.

LUMS has also subscribed to the Microsoft Developer Network (MSDN). Any software that is available through the MSDN subscription can be installed per request on the computing lab per class requirement.

Student Information System (Zambeel)

Zambeel is a consolidated online platform used by the LUMS community to access information and record transactions related to:

- Student Personal Information
- Sole Medium of Student Record
- Semester Registration and Enrollment
- Term Schedules
- Student Financials
- Academic Advising
- Grading
- Graduation Requirements

Student have to use their respective campus ID and password to access Zambeel self-service from the web (https://zambeel.lums.edu.pk) or the Zambeel android/iOS app.

Important: *It is vital that you do not share your password with anyone.*

Learning Management System (LMS)

Sakai, the learning management system used at LUMS, provides a convenient online environment for teaching and learning, as well as student-faculty collaboration. Features include assignment management, course material upload, course websites, online discussions, as well as the ability to conduct online quizzes and to grade them.

Students have to use their respective campus ID and password to access LMS via https://lms.lums.edu.pk

Video Conferencing Facilities

Video conferencing facilities are also available on-campus, enabling students and faculty to effectively collaborate with researchers and scholars across the globe. The University has conducted thousands of successful video conferencing sessions with national and international groups and individuals during the last few years.

The LUMS has subscribed for Zoom and Microsoft Teams to facilitate our valued faculty and students for Lecture Delivery/Meetings and conduct online webinars, talks, conferences, and open houses. These are Audio/Video Conferencing solutions that allow real-time sharing of audio, video, slides and chat. The University has successfully conducted online semesters through these platforms.

Lecture-Capture and Streaming

Many lecturers choose to use lecture-capture technology where class lectures are recorded and placed online as soon as the class completes, providing students a great resource to refer to while preparing for exams or in case they skipped a lecture. IST offers live streaming/broadcasting of events through the

Facebook pages. LUMS has successfully broadcasted a number of events including the Convocation Ceremonies.

Information Security

(InfoSec@lums.edu.pk)

Information Security team at LUMS is responsible for incidents such as password theft, compliance against Government regulations, unauthorized access etc.

However, instead of relying entirely on information-security professionals to prevent infiltration and minimize vulnerabilities, this team facilitates behavioural change and develop a culture of continuous learning and security awareness.

Queries/concerns about Information Security Policies are also managed by this team

LUMS IST Helpdesk

The LUMS IST Helpdesk is a technical support team that provides prompt, knowledgeable and courteous desktop computing support services over the phone, in person, and via web and email to LUMS. The Helpdesk aims to resolve all interactions with at least 80% or above satisfaction. If this is not possible, the inquiry is escalated to provide alternative referrals or resources. If the problem or request concerns an unsupported operating system, hardware, software or service, staff will do their best, given call volumes, to suggest other avenues of support. The helpdesk mission is to ensure a positive experience and a speedy resolution resulting in the efficient use of technology tools for our academic setting.

Computer Lab Usage Policy

LUMS computing facilities are designed to be used in connection with legitimate, University-related purposes. The following are considered as rules of computing lab usage. Failure to abide by these can result in the offender's account being disabled for a certain period, plus a monetary fine or a referral to the Disciplinary Committee.

General:

- Access to computing labs is only allowed to students with identification. Lab staff may request students to produce their LUMS student ID card and may request to leave the lab otherwise.
- IST strives to maintain a quiet, work friendly environment in its computing labs in order that lab users can use their time productively and with minimal distractions.
- Computing Labs are a work area; therefore, no food or drinks (including water) are allowed.
- Students are responsible for ensuring the confidentiality of access rights under their control. For instance, release of a password, whether intentional or inadvertent, invites misuse by others may be subject to disciplinary action.
- Damaging or misusing the lab equipment and furniture can result in penalties.
- Putting feet on the chairs and sleeping in the labs is not allowed.
- Installation of any software without permission of the IST staff is not allowed.
- Playing games is strictly not allowed in any of the computing labs.
- Use of computing and communication resources to support a profit entity (including any personal business) is strictly forbidden.
- Illegally downloading any copyrighted material (e.g. software, music, videos, books, photographs, etc.) is prohibited.
- Students should not leave papers, trash, books or bags on computer terminals/desks.

Hostel LAN/Wireless Usage Policy

The campus network is a facility that is to be used responsibly at all times by all members of the LUMS community. Hosting and transmitting material which is designed or likely to cause annoyance, inconvenience or needless anxiety to anyone is against usage norms, and will lead to action against individuals and groups involved in such activities.

- Internet Browsing from Hostels is monitored and students are advised to avoid accessing pornographic material or any objectionable site. In case a student is found browsing through objectionable site, serious action leading to the termination from the registered programme is taken
- Password sharing of any server of LUMS is considered as violation of the computer usage from the hostel. In case any attempts or activity is recorded from the login of a student, his/her account is disabled along with that of one whose password was used.
- Use of hacking tools and attempts to hack campus equipment will lead to the disciplinary action including termination of the room computer node for indefinite period.
- Disabling of room node(s) is made in case the activity falls under hacking, scanning etc. or the log in shows access to objectionable sites, or attempts to compromise other internet sites from the hostel LAN.
- Access to P2P sites is limited as they consume a lot of internet Bandwidth and may contain illegal material.
- Setting up personal or any wireless access point or routers without IST's prior written permission.

Note: In case of a violation, disciplinary action is taken against the student as per University rules and regulations.

Violations & Fines:

- Penalty for sending out mass emails can range from a fine of Rs. 5,000 to Disciplinary Committee referral.
- Allowing a fellow student to use your account will result in a penalty of Rs. 3,000.
- Violating lab rules for the second time will result in a penalty of Rs. 3,000.

Disciplinary Action:

- The use of computing resources to disseminate obscene, pornographic, or libelous materials, to threaten or harass others, or otherwise to engage in activities forbidden by this Code.
- Tampering with the lab surveillance system
- Email spamming and email wars
- Dropping malicious code using methods like Phishing emails etc.
- Use of another individual's identification and/or password
- Placing or offering any kind of commercial or indecent services from individual web pages
- Misbehaving with lab support staff and other IST staff
- Installing personal Wireless Access Points (APs)/Wireless Routers without permission anywhere in the campus will be subjected to appropriate disciplinary action and the device(s) will be confiscated.
- Manipulating with wireless devices will be subjected to disciplinary action; the actions include moving the antennas direction, relocating APs or manipulating AP power.

Important:

- LUMS maintains a comprehensive log of all user activity performed on workstations in computing labs. These user logs can, and are, referred to when an event of misuse of resources is reported.
- In case of these violations, even first-time offenders are referred to the Disciplinary Committee.
- In case of any query your first point of contact is the lab support staff available on-site. You may also email your concerns to helpdesk@lums.edu.pk.

Contact Information

General Email	helpdesk@lums.edu.pk
Phone	042 3560 8000 Ext:4150 / 4149/ 4140
Hours	Monday to Friday 8:30 am till 10 pm
	Saturday and Sunday 9 am till 6 pm
Senior Manager IT Operations	Khubaib Nazir (khubaib@lums.edu.pk)
Director IST	Faisal Kheiri (faisal.kheiri@lums.edu.pk)

GENERAL ADMINISTRATION SERVICES DEPARTMENT (GAS)

The General Administration & Services department is responsible for providing support to all the activities of the university in coordination with other departments. Key responsibilities include the implementation of all General Administration & Services policies. Following are the areas:

- Security of Community, Campus & Assets.
- Facilities & Engineering (HVAC, Electrical & Civil)
- Dining facilities for the community i.e. PDC, EDH and Food Courts.
- Transport services.
- Campus traffic, vehicle entry & parking system.
- Travel Services (road/air)/National/International/Visa Services & Hotel Reservations.
- Smart card & its implementation.
- Venue bookings for events.
- Mail & courier services.
- Classroom staff in terms of services & maintenance of auditoriums & classrooms.
- Janitorial services ensuring neat & clean campus.
- Horticulture for maintaining Sarsabz LUMS & green campus.
- Space allocation & accommodations.

Smart Card Usage Guideline for LUMS Community

Scope and Applicability

LUMS smart card is an official ID of each community member, which will provide its owner authorized access to key University facilities including office blocks, student hostels, library, computing labs, sports complex and the aquatic center.

The policy is applicable to:

- All LUMS Community.
- Alumni.

The LUMS smart card will only grant access during the hours of operations of the different facilities on campus.

Applicable Policies

- It is mandatory that each student and alumnus obtain their LUMS smart card from the main security office of the University.
- It is mandatory to carry your smart card all the time when on campus. A University security representative can ask you for identification, and without the card you will not be able to access various locations on campus.
- The issued smart card will be valid for the entire duration of user's degree period.
- Cards are not transferable from one person to another. Only the person pictured on the card is authorized to use the card.
- For graduating classes, student's smart card would be returned to security office for issuance of Alumni card. Returned smart card will be de-activated right after the issuance of Alumni card on their graduation ceremony.
- In case card is lost or stolen, the card owner must inform Security office immediately through an email at vigilance@lums.edu.pk so that access privileges can be timely revoked to prevent any untoward security incident.
- Once issued in a working condition, the protection of the smart card is a sole responsibility of the user. In case of non-functional or worn-out card, the decision of the issuing authority will be considered as final. The cardholder will be charged a card replacement fee.
- Student user profiles are retained by LUMS for a period of three months after graduation.

Note: Students on financial aid can file their appeal for smart card fee reduction through Financial Aid Office. LUMS reserves the right to withdraw the card at any time.

Policy Violations

Extending access rights by lending card to someone else or helping other people to gain unauthorized access to facilities (tail gating).

Tampering with access control hardware and surveillance devices, theft and damage to University property e.g. door, glass, access control hardware, surveillance cameras etc.

User Forgets to Bring Card

In case a user forgets to bring his/her card at work, he/she should visit LUMS security office adjunct main IN Gate. However, there would be a usage limitation applicable in order to discourage people from making this a habit.

Penalties and Fines

If violations are proved against a person, his/her Smartcard would be immediately deactivated, and fines up to 20,000 PKR (Twenty Thousand Pakistan Rupees) could be imposed. In case of theft and damage to University property additional fines may be imposed.

Serious violations of the policy will be referred directly to the appropriate Disciplinary Committee, and could result in severance from degree programme.

Lost or stolen card

The loss or theft of a smart card must be notified to the LUMS security office immediately in person. The cardholder credentials can also be verified from the LUMS active directory through his campus ID.

In case the cardholder is not able to visit the said office, he must inform security by sending an email from LUMS account on vigilance@lums.edu.pk and reconfirming status via telephone within next twelve hours (Ext : 2560).

It is not possible to prevent the unauthorized use of a lost or stolen smart card until it has been reported by the registered cardholder to the security office for deactivation. Until it is deactivated, the user will be liable for the unauthorized use of the smart card.

Replacement Cards

A replacement smart card will be issued at a charge of 1,500 PKR (One Thousand, Five Hundred Pakistan Rupees). The replacement smartcard will have the same validity. Students on financial aid will be expected to file their appeal for relief through the Financial Aid Office.

Note: Relief of 850/- PKR can be extended to a student

Penalties related to violating the Security System.

The following penalties are in effect to make the access control system effective. All charges will be backed by material evidence.

Students are informed via email and penalties are charges along with the fee/hostel charges.

Violations	Description	Penalty
Tail gating	Helping others intentionally to gain access, on your smart card	Warning + 1000 & on second attempt card is blocked.
Door Held Open	Holding the door open physically for a longer duration, in access with the standard allowed time i.e., 7 seconds.	500
Door forced open	Using any material/ item to block/break or open the door, so the door remains unlocked	Warning + 5000 & on second attempt case is sent to DC
Tampering/ damaging the hardware	Interfere with the access control hardware with intention to harm / disable/damage its function	10,000 to 20,000 with DC
Unauthorized access	Lending your smart card to the unauthorized person /outsider to gain access in your absence	20,000 + DC (Offense)

Examples of Violations that will lead to referral to DC

<table>
<tr><th rowspan="2">Violation</th><th></th><th colspan="2">Penalty</th></tr>
<tr><th>1st violation</th><th>2nd violation</th><th>3rd violation</th></tr>
<tr><td>Possession, sale or consumption of Alcohol or any narcotics / drugs</td><td>Suspension</td><td>If found guilty, the penalty will be expulsion</td><td>Not Applicable</td></tr>
<tr><td>Public Indecency</td><td>Written reprimand</td><td colspan="2">If found guilty, the minimum penalty will be suspension, while the maximum penalty will be expulsion, depending on the severity of the violation</td></tr>
<tr><td>Physical abuse or fighting</td><td colspan="3" rowspan="3">If found guilty, the minimum penalty will be Suspension, while the maximum penalty will be expulsion, depending on the severity of the violation</td></tr>
<tr><td>Theft</td></tr>
<tr><td>Possession of firearms, weapons, explosives or other dangerous objects</td></tr>
</table>

Examples of Violations that will lead to fines, loss of privileges, and/or suspension without referral to DC

<table>
<tr><th rowspan="2">Violation</th><th></th><th colspan="2">Penalty</th></tr>
<tr><th>1st violation</th><th>2nd violation</th><th>3rd violation</th></tr>
<tr><td>Smoking outside of designated spaces</td><td>PKR 5,000 fine and written reprimand</td><td>PKR 10,000 fine</td><td>Suspension</td></tr>
<tr><td>Illegal Parking/ Speeding</td><td>PKR 3,000 fine</td><td>PKR 5,000 fine</td><td>Loss of car sticker and car entry</td></tr>
<tr><td>Littering</td><td>PKR 3,000 fine</td><td>PKR 5,000 fine</td><td>20 community hours cleaning up litter</td></tr>
<tr><td>Misuse of smart card, unauthorized access or facilitation of unauthorized access</td><td rowspan="2">PKR 10,000 fine</td><td rowspan="2">Suspension</td><td rowspan="2">Suspension</td></tr>
<tr><td>Unauthorized Use or Alteration of Emergency or Safety Equipment (including fire alarms and fire extinguishers) or False Reporting of Emergency</td></tr>
<tr><td>Members of the opposite gender trespassing in hostels</td><td>Suspension</td><td>Suspension</td><td>Suspension</td></tr>
</table>

Destruction, Misuse, Damage, Defacing of University or individual's Property; Arson or Vandalism	Fine up to PKR 30,000 and cost of replacement	Suspension	Suspension
Creating excessive noise such as blaring music, or significant nuisances such as large gatherings outside of residences	PKR 3,000 fine	PKR 5,000 fine	Suspension

In case of any query, feedback, information or help please contact the security office (Near In Gate) or at telephone +92-42-111-11-5867 (ext. 2560) or email us at: vigilance@lums.edu.pk

IN CASE OF ANY EMERGENCY, PLEASE CALL 042-35608877

Campus Parking Policy

This policy applies to the use of University parking facilities by faculty, staff, students and visitors. The overall responsibility of parking rests with the General Administration & Services Department (University administration). Vehicle entry stickers have been redesigned as per parking lots.

Parking fees and conditions are established by the University administration, which are as follows:

- Parking stickers can only be given to LUMS community holding smart cards.
- Valid vehicle documents must be in possession while getting the sticker issued.
- The sticker will be pasted by the respective staff on the vehicle.
- The stickers will be issued as per financial year and design / colour will be changed every year
- Two vehicle stickers can be issued on one smart card.
- Parking is permitted in designated parking spaces only. Parking along campus roadways, interior paths, or on campus landscaping is prohibited.
- Sleeping overnight in vehicles on campus is prohibited.
- No vehicle repair or maintenance will be made on campus except under emergency conditions with the approval of the LUMS General Administration and Services.
- LUMS Security Office must be informed in case of temporary parking of a vehicle on campus for longer duration. The University administration reserves the right to cancel any parking privileges as deemed necessary.
- In exceptional circumstances, such as for handicapped faculty, staff, students and visitors or special University guests, the University administration reserves the right to authorize the use of specific parking place at its discretion.
- The University administration reserves the right to close parking facilities when conditions warrant.
- The University administration is authorized to examine upon request, the contents of all vehicles on University premises in the presence of the owner. Refusal to submit to such examination may result in the immediate loss of parking privileges.
- The LUMS community must adhere to the parking policy, park the vehicles as per parking stickers and observe traffic signs. Failing which, a warning will be served by pasting a slip on the vehicle and subsequently a repetition will result in a fine, as follows:

Speeding	3000/- PKR	2nd	5000/-PKR	3rd	Suspension
Wrong parking	3000/- PKR	2nd	5000/-PKR	3rd	Suspension
Blowing horns	500/- PKR				

- The campus speed limit is 20 km per hour.
- Overnight parking is prohibited except campus residents unless authorized in advance by the General Administration Department.
- The University assumes no responsibility for loss, theft or damages to vehicles parked in University parking premises. Owners are expected to lock their vehicles.

LUMS Entry Policy / Visitor Policy

Policies and Procedures The following guidelines cover the policies and procedure for all users:

- Visitors shall be required to cooperate with the Security staff while undergoing entry procedures.
- The entry timing for visitors shall be from 8:30 am to 10:30 pm. The visitors related to students, faculty and staff shall be allowed to visit the campus within the defined visiting hours only. The visitors shall leave the campus at or before 10:30 pm and no later than that.
- The concerned student shall come to the security office and deposit his/her Smart Card.
- Before entering LUMS, any member of the LUMS community (faculty, staff, students and alumni), without possession of the Smart Card shall be verified through the System in the control room for the satisfaction of the security.
- Drugs and weapons are not permitted on campus; therefore, a visitor carrying such items will not be allowed to enter the University.
- A visitor will only visit the office/individual that has been registered with the security control room. If he/she is found in an unauthorized area/office by the security staff, the visitor will be asked to immediately report to the security control room.
- A visitor shall be issued a Visitor Pass after endorsement of credentials and confirmation from the LUMS community member who he intends to meet. This pass must remain in possession of the visitor for identification within the campus and should be returned upon exit.
- On arrival of guests, students are required to submit their University Smart Card with the security supervisor on duty. The guest's CNIC or authorized legal driving license (original) shall be submitted with the security supervisor at the main gate. Guests not in possession of any valid identity will not be able to enter the premises.
- The Visitor Pass will be returned to the issuing authority after signing out.
- The visitor will not be allowed to stay overnight on campus, without a prior approval from the authorities nor visitor cannot enter the classrooms/labs/hostels/library/Sports Complex/ discussion rooms.
- The visitor will not be allowed to stay overnight on campus, without a prior approval from the authorities.
- The Visitor Pass will be returned to the issuing authority after signing out.
- The visitor will park his/her vehicle at the visitor parking area only.

OTHER FACILITIES AVAILABLE AT LUMS

Student Lounges and Common Rooms

Student lounges are built within all the school buildings at LUMS, and common rooms are made in the main dining center building for all students. These designated areas offer students a space to interact outside of study time and the lounges are devoted to enhancing the student experience and campus life.

Common rooms and lounges are also present in each of the male and female hostels. Each residential facility features common rooms with large screen TVs and comfortable seating. All common rooms are air-conditioned and open 24 hours. Students should keep in mind the following rules:

- Residents are only allowed to sleep in the lounges during the summer months
- Personal belongings should not be left unattended in the common spaces
- The university cannot be held responsible in case of loss of personal property

The SDSB building houses the Student Lounge for the MBA students on the second floor of the building, while the PhD students have working spaces allotted to them on the second and third floor. There is a separate student's lounge in the PDC building on the first floor, which is open to all undergraduate students.

Dining Services

- **Cafeteria**

  The Pepsi Dining Centre (PDC) provides three meals and snacks on daily basis. The operation starts at 7am and ends at 10:30pm. PDC caters variety of snacks and meals to the community.
  For information on the Pepsi Dining Centre please visit http://pdc.lums.edu.pk/
  The Green Olive: The Green Olive provides a variety of authentic Lebanese cuisine

- **Food/Commercial Outlets**

  There are 10 different food outlets and 7 commercial shops including a pharmacy, salon, superstore, bookstore and photocopier within the campus, where edibles and everyday routine stuff are available to the students.

Banking & ATM

- **Campus Banking**

Allied Bank digital branch in commercial area building provides consumer banking services to LUMS community. We have four ATM machines on campus:

  - Allied Bank ATM (Infront of PDC & Superstore Area)
  - MCB ATM (School of Law)
  - Askari Commercial Bank ATM (Suleman Dawood School of Business)

- **Student Payments**

  Students and parents can make student account payments through the online payment system: https://admission.lums.edu.pk/student-payment-options-0

Emergency

LUMS Emergency Services are available round the clock at Emergency Direct Number: 04235608877

Pharmacy

LUMS also provides a 24/7 operational pharmacy on-campus which helps the community in procuring essential medications.

LUMS Medical Center

The LUMS Medical Center is a 24 hour emergency medical treatment center on campus. Manned by one doctor, supported by one male and female nurse at all times, this is a four-bed facility equipped with most major equipment, such as ECG machines, Glucometers, Oxygen provisions and other vital signs apparatus, providing life-saving treatment to our campus community, including a diverse community of 5000 students, faculty, staff and guests.

Masjid

The campus has a beautifully designed, community masjid, which is open 24 hours a day. Daily sermons are delivered in both Arabic and Urdu. The spacious mosque offers separate prayer facilities for men and women and is operational in all seasons of the year.

USEFUL CONTACTS

Department	Email / Web Address
Centre for Continuing Education Studies	ces@lums.edu.pk
Co-curricular Activities	cca@lums.edu.pk
General Administration Services	vigilance@lums.edu.pk
Gad and Birgit Rausing Library	http://library.lums.edu.pk
Information Systems and Technology	helpdesk@lums.edu.pk
Office of Accessibility and Inclusion	oai@lums.edu.pk
Office of Admissions	helpdeskao@lums.edu.pk
Office of Advancement	communications@lums.edu.pk alumnirelation@lums.edu.pk giving@lums.edu.pk
Office of Finance	helpdeskfinance@lums.edu.pk
Office of Financial Aid	ofa@lums.edu.pk
Office of International Affairs	https://www.facebook.com/OIALums/
Office of Programme Enhancement	ope@lums.edu.pk
Office of the Registrar	https://roservice.lums.edu.pk helpdeskro@lums.edu.pk
Office of Student Affairs	osa@lums.edu.pk
Office of Sports, Wellness & Recreation	swr@lums.edu.pk
On Campus Residence	residence@lums.edu.pk
Student Support Services	cso@lums.edu.pk

SUBJECT AREAS AND COURSE CODE PREFIX TABLE

Subject Area	Code Prefix
BIO	Biology
CHEM	Chemistry
CS	Computer Science
ECON	Economics
EDU	Education
EDUX	Executive Education
EE	Electrical Engineering
EMBA	Executive Master of Business Administration
MATH	Mathematics
MBA	Master of Business Administration
MS	Master of Science
MS ACTA	MS in Accounting and Analytics
MS BPP	MS in Business and Public Policy
MS FMG	MS in Financial Management
MS HMI	Ms in Healthcare Management and Innovation
MS SCRM	MS in Supply Chain and Retail Management
MS TME	MS in Technology Management and Entrepreneurship
PHY	Physics

GLOSSARY

Academic Advisor
A faculty member or a trained advisor assigned to a student, who, through regular meetings, helps the student plan and implement immediate and long-term academic and vocational goals.

Academic Holiday
Day(s) when no classes are held but administrative offices remain open.

Academic Probation
A period or duration of observation/evaluation applicable to a student whose academic performance falls below the LUMS requirement for good academic standing.
A student is placed on probation if his/her CGPA falls below 2.5 at the end of any regular semester. Upon not meeting the University defined conditions, a student placed on probation may be separated from the programme.

Academic Programme
A course of study to which a student applies, is admitted and graduates.

Academic Warning
A period or duration of observation/evaluation applicable to a student whose academic performance falls below the defined LUMS requirement. A warning letter is issued to students on the following basis:
- If semester GPA in any regular semester falls below 2.00, regardless of CGPA.
- If CGPA is below 2.5.

Academic Year
The Academic year comprises of two regular semesters, the Fall and Spring semesters. Each semester is of 16 weeks, comprising 15 teaching weeks including reading and review period and a final examination week.

Active Student
An undergraduate, graduate or postgraduate student who is pursuing a degree at LUMS whether enrolled or on leave in a particular semester/academic year will be considered as an active student.

Administrative Staff
A " professional, executive, or administrative" staff position that meets the labour laws for executive, administrative, or professional status. Individuals in these positions are not eligible for overtime compensation.

Admission Cancellation
Cancellation of admission of a student at any point in time by the University.

Admission Fee Waiver
A waiver given on admission fee.

Admitted Student
Applicant who has accepted the admission offer after meeting all the stipulated conditions of offer. The candidate who has met the LUMS admission criteria, has accepted the admission offer and the requisite terms and conditions.

Alumni Card
A LUMS identity card given to alumni for access across campus and to avail discount offers at major retail outlets and eateries across Pakistan.

Alumni
Alumni are defined as individuals who have completed requirements for a degree programme at LUMS.

Applicant
A person who applies and successfully submits his/her admission application through the LUMS Online Admission system.

Audit Student
An external or LUMS' student who takes a course without the benefit of a grade, credit or certification.

Bachelor's Degree
An award that normally requires full-time course work of at least four years but not more than six years for all undergraduate programmes except BA-LLB. For a five year BA-LLB degree, maximum allowed completion time is seven years.

Bona-fide Letter
Bona-fide letter is a certificate which is issued by the University to students, which could include details pertaining to their admitted/graduation year, adherence to discipline, level of study, major field of study, medium of instruction and CGPA/SGPA as required by different officials i.e. recruiters, higher education institutions, funding organisations and for visa purpose etc.

Bona-fide Student
A student who is/was pursuing a degree programme at LUMS and has never been dismissed on disciplinary grounds.

Class Enrollment
The number of students enrolled in a class.

Closure
A closed activity that is not active at this moment.

Conditional Admission Offer
Admission offer made to an applicant where s/he is yet to meet the stipulated condition(s) for the confirmation of admission.

Consultancy
Consultancy is defined as an activity that a member of LUMS community carries out within or related to his or her professional

field through which expertise is exchanged against some consideration with an external organization i.e. client. Work is classified as consultancy when: 1. The project involves purchase of the existing skills, knowledge and expertise of University staff and equipment by a client; and 2. The client expects to own the intellectual property (IP) arising from the paid consultancy and also expects complete confidentiality on the part of the University. Consultancy work normally includes short-term investigations.

Course Audit
A course taken without the benefit of a grade, credit or certification. The purpose is self-enrichment and academic exploration only.

Course Catalogue
A repository which is maintained in Student Information System (Zambeel) to view all courses and related information.

Course Enrollment
Course enrollment is the process of adding/dropping/swapping of courses each semester within the pre-defined enrollment phases using Student Information System (Zambeel).

Course Load
The number of credit hours that each student takes in a regular semester. The University defines the programme and level wise requirements for minimum/maximum credit hours in a semester.

Course
A unit of teaching that normally lasts one semester, is led by one or more instructors and has a fixed number of students. It is typically described in course catalogue. Courses can contain multiple components such as lecture, recitation, tutorial, lab etc.

Credit Hour
A unit of measuring educational CREDIT, usually based on the number of contact hours per week throughout a semester. "A credit hour means teaching a theory course for 50 minutes each week throughout the semester. One credit hour in laboratory or practical work/project would require lab contact of 03 hours per week throughout the semester".

Credit Transfer
Successfully transferred credits of course(s) taken by a student at any other university during an exchange/visiting semester.

Credits
Recognition of attendance and performance in an instructional activity (course or programme) that a student is given credit to meet the requirements of a degree.

Cross Listed Courses
A single course which is offered with two or more course codes for the relevant areas. A student may register for the course with only one prefix that is pertinent to his major/minor field of study. The course will count towards the chosen area for the duration of the programme.

Cumulative Grade Point Average (CGPA)
Sum of all grade points divided by total credit hours attempted.

Dean of School
The Dean of the school is the academic and administrative head of all department(s) within a School (i.e. MGSHSS, SBASSE, SAHSOL, SDSB) with the responsibilities of faculty hiring, implementing academic policies & standards, overseeing the budget and other administrative functions.

Dean of Student Affairs
The Dean of student affairs is responsible for the student well-being and experience at the university including the extra-curricular activities.

Dean
The Dean of School brings together all aspects of the student experience. He is responsible for overseeing the curriculum, especially the aspects related to general education, as well as all non-curricular components of student life.

Dean's Honour List
The students are placed on the Dean's Honour list upon successful completion of at least 32 credit hours in a year and attaining cumulative GPA of 3.60 or above.

Degree Before Convocation
Degree before convocation may be issued prior to graduation to the students who have completed all the degree requirements for their programme and their name has been approved in the faculty plenary.

Degree
An award conferred by LUMS at the time of graduation, as official recognition, for the successful completion of a programme of study.

Department Chair
The department chair is responsible for delivery of effective curriculum, facilities management and related services in an academic department. This person provides a key communication link between the administration and the departmental faculty.

Doctorate (PhD)
A degree that requires advance work beyond the master's level, including the preparation and defence of a dissertation based on original research, or the planning and execution of an original project demonstrating substantial artistic or scholarly achievement.

Double Major
An additional major chosen by a student in the junior/senior year of study, subject to availability of seats and fulfilment of requirements. In order to complete a double major degree a student is required to complete at least 160 credit hours.

Drop a Class/Course
The process of dropping a course/class that a student is enrolled in within the stipulated period.

Dropout
A student who leaves the university prior to completion of degree. Following conditions apply:
1.Un-authorized withdrawals;
2.University withdrawal;
3. Administrative Withdrawals.

EMBA Programme Director & Deputy Director

The EMBA Programme Director is an academic position; with the responsibility to ensure that Programme's operations are aligned with its goals, objective and strategic direction. The Deputy Director assists the Director in administrative and operational issues related to the programme.

Enroll
The process to register for course(s) in a semester.

Enrolled Student
An undergraduate, graduate or postgraduate student who is pursuing a degree at LUMS and is enrolled in a particular semester/academic year will be considered as an enrolled student.

Executive Courses
Courses offered for professionals by Rausing Executive Development Centre (REDC) at LUMS.
Extracurricular Activities
Activities undertaken by students that fall outside the realm of the normal curriculum of school or university education.

Faculty Member
Faculty members who are responsible for planning, directing and undertaking academic teaching only, research only or both teaching and research at LUMS. A faculty member can also hold an administrative position as designated by the University. Only adjunct faculty members are counted as part-time faculty members.
This includes: vice-chancellor, Deans, professors, heads of academic departments, associate professors, assistant professors, teaching fellows, research fellows or postdoctoral researchers, adjunct, visiting faculty members who contribute to teaching or research or both at your university for a minimum period of at least three months.

Faculty Workload
"Faculty Workload" refers to all faculty activities that contribute to the
accomplishment of School related activities and responsibilities: research/creative activity, teaching and service.

Fee Paying Student
An undergraduate, graduate or postgraduate student who is paying fee (irrespective of fee source) to the University in a particular semester/academic year will be considered as a fee-paying student.

Fee Waiver (Hostel)
A waiver given to a student on hostel fee.

Fee Waiver (Tuition)
A waiver given to a student on tuition fee.

Fee waiver
A fee waiver is a form of financial aid made by LUMS to a student on a need/merit basis.

Fees
The pre-defined charges for educational and other related services by the University.

Final Exam
A final examination is a graded instrument given to students at the end of a course offered in a semester.

Final Separation
A student who has been permanently separated from the programme based on academic performance and is not eligible to apply for readmission.

Financial Aid (Loan)
Financial support from University's side to students for paying LUMS Fee which needs to be returned after graduation.

Financial Aid
Need based monetary support to a student to help pay tuition, fees and other educational expenses. This can include loans, grants, scholarships.

Financial Awards
Financial award is any grant or scholarship, loan, or paid employment offered to help or encourage a student. Such aid is usually provided by various sources such as federal and state agencies, foundations, corporations, donor organizations or University.

Foreign National applicant
An applicant who is not a Pakistani citizen and does not hold a Pakistani passport/NICOP/CNIC. Applicants holding dual nationality out of which one is Pakistani are not considered as foreign national.

Free Elective Course
A course which student can freely choose to fulfil overall degree requirements. The requirements for free electives vary across degree programmes.

FTE-Student (in a semester)
Number of students who have taken full course load of 12 credit hours for undergraduate and 6 credit hours for a graduate level academic programme in a given regular semester.
Formula to calculate FTE in Undergraduate Programmes:
(FTE = full-time headcount + (part-time headcount/(full credits i.e., 12/average of credit hours taken by part-time personnel))
Formula to calculate FTE Graduate Programmes:
(FTE = full-time headcount + (part-time headcount/(full credits i.e., 06/average of credit hours taken by part-time personnel))

Full-time TAs
Full-time TA is a graduate from LUMS or any other HEC recognized University. A full-time TA must have a CGPA equal to or greater than 3.20. S/he can have a maximum workload of 40 hours per week. The contract for full-time Teaching Assistants is for ONE-year (renewed on semester basis) extendable to a maximum duration of TWO years.

Grade
An alphabet that indicates student's work quality and performance evaluation in a course e.g. A+ (Exceptional) and F (Fail) etc.

Grading
The act of classifying something on a scale by quality, rank, size, or progression.

Graduate Exchange Student: Inbound
Graduate/Postgraduate students attending LUMS on an international exchange programme for at least one semester during the academic year. The exchange programme must be academic in nature and acknowledged by a formal agreement through LUMS.

Graduate Exchange Student: Outbound
Graduate/postgraduate students registered at LUMS who have attended another university abroad on an international exchange programme for at least one semester.
The exchange programme must be academic in nature and acknowledged by a formal agreement through LUMS. The international exchange programme must be between LUMS and a university, NOT between LUMS and a company OR corporation.

Graduate Student
A student who is admitted and is pursuing a Masters or PhD level programme at LUMS.

Graduate, Someone who has successfully completed the degree programme requirements and has been awarded a degree.

Graduating Senior
A student in the final semester, enrolled in course(s) which confirms that s/he will be completing the required credit hours and graduation requirements for the respective degree programme.

Graduation
The formal process of receiving a degree, often at a graduation ceremony.

Honours and Awards
Honours and awards can be given to student(s), faculty and staff by LUMS or external party as recognition of an outstanding achievement.

Internal Grants
Sponsored research initiatives supported by LUMS.

Internship
The internship is an important practical experience allowing students the opportunity to synthesise their in-class academic learning with the real world organizational practice. Internship can be a mandatory requirement for the completion of a degree at LUMS.

Interschool transfer
A student who was initially enrolled in another School/Major at LUMS and after following the University defined process is transferred to another School/Major.

IP Rights
Intellectual Property Rights (IPR) of a researcher. IP refers to creation promulgated by the human mind which are considered as a controllable resource and can be utilized to obtain future benefits e.g. patent, copyright, trademark etc.

Joint Major
Joint major provides the richness of two undergraduate pre-defined joint major areas in which degree programmes are offered at LUMS. In order to complete a joint major degree a student is required to complete minimum 130 credit hours.

Lab
An academic period defined in the class schedule devoted to work or study for Laboratory work. (*Lab session are usually scheduled to compliment lectures and have some required experimental work. Usually, labs have a percentage of the final grade allocated to them. However, labs are also offered as a separate graded course particularly for SBASSE students).*

Leave of Absence
An authorised time out from studies for reasons such as ill health, extenuating circumstances or exchange programme.

Lecture
An exposition of a given subject delivered before an audience or class, for the purpose of instruction.

Letter of Recommendation
A letter of recommendation is a document in which the writer assesses and provides the detail of the qualities, characteristics, and capabilities of the person being recommended in terms of that individual's ability to perform a particular task or function.

Loan
A monetary amount paid to a student (with or without interest) which needs to be paid back within stipulated time frame.

LUMS Smartcard ID
LUMS smartcard is the standard identification for the faculty, staff, students and alumni.

Major Core
Major core curriculum is the set of common courses which are mandatory for a student pursuing a particular major.

Major Elective
The major elective curriculum is the set of common courses which are mandatory for a student pursuing a particular major.

Major
The principal field of study of a student at LUMS.

MBA Programme Director
The MBA Programme Director is an academic position; with the responsibility to oversee academic operations of the programme; s/he ensures that the programme activities are aligned with its goals objectives and strategic directions.

MBA
Acronym for Master of Business Administration. A graduate degree awarded specifically for study in the field of business administration.

Merit Scholarship
Merit scholarship is an award of Financial Aid to students who perform exceptionally well and maintain top position in their School as per policy and criteria defined by the University.

Midterm Exam
A midterm exam is a graded instrument near the middle of an academic semester.

Minor
Study/qualify in a subsidiary subject which could be adjacent or distinct from the major stream of study.

National Student
A permanent resident of Pakistan whose record is registered with National Database and Registration Authority (NADRA) and does not require a visa to enter Pakistan.

Official Transcript
A transcript printed on special transcript paper with security features, provided in a sealed and stamped envelope.

Open day
A day planned for prospective students to get oriented with the university.

Orientation (O-week)
Orientation is a period of time at the beginning of the academic career at LUMS, during which a variety of planned trainings, events and activities are conducted to orient and welcome new students.

Part-time Programme
The flexibility of completing a programme of study in a longer duration than the regular time specified by the University to complete that particular programme/degree.
Applicable only, in case of students who for medical/beyond human control reasons, as verified by the University are unable to undertake full-time load.

Part-time Tas
Part-time TA is a LUMS graduate level active student or a graduate from any other HEC recognized University. The student must have a CGPA equal to or greater than 3.20. S/he can have a maximum workload of 20 hours per week. Part-time (internal) graduate TAs require an active, full-time student status.

PhD Supervisor
A Full-time faculty member, under whom the students are admitted into a PhD programme and is associated with the research area most relevant to the student's interest.

Plagiarism
Plagiarism is the use of the intellectual work of other people, without acknowledgement, and the act or representing the ideas or discoveries of another as one's own in written work submitted for assessment. Plagiarism could lead to strict disciplinary action against the individual.

Portal
Website that can only be accessed by University students and staff and provides a range of personalised tools and information.

Pre-requisites
The requirement(s) that must be met, in order to be eligible to enroll in a course. This may include passed course(s), registration in a specific programme or plan, specified academic level or academic standing.

Primary Nationality
The first nationality attained by an individual regardless of birthplace.

Prospective student
A candidate who is interested in studying at LUMS.

Quiz
A quiz is a brief assessment used in education and similar fields to measure growth in knowledge, abilities and skills. Quizzes can be taken during any

teaching session of a course for students' assessment about the topic being covered in the session and are usually a graded component of the course. Quizzes can be announced/un-announced.

RA (Research Assistant/Associate)
A research assistant/associate is a researcher employed, often on a temporary contract, by LUMS for the purpose of assisting in academic research. Assistant is usually a junior level position whereas, Associate is an experienced researcher.

Recitation
Recitations are conducted to reinforce the concepts delivered in the lecture. Recitations supplement the course material, and are conducted in small groups for individualised engagement by teaching assistant (TA) or instructor.

Registrar's Office (RO)
Registrar Office (RO) is the custodian of LUMS student records and transcripts, degree progress and graduation audit, in addition to serving as a clearinghouse for course enrollment and other related activities e.g. assigning majors and swapping or changing them subsequently, posting of grades etc.
RO also serves as the transparent implementer of approved University policies and functions as the secretariat to University Committees.

Research
Research can be defined as an activity involving a creative programme of systematic investigation which:
1. Typically carries on for a considerable period of time;
2. Involves potential innovation and risk. With research, it is not possible to predict whether a given objective can be achieved;
3. Leads to publicly verifiable outcomes that are open to peer appraisal; and
4. may be initiated by a research proposal and funded by a sponsor.

SCGPA (Specialization Cumulative Grade Point Average
Sum of all grade points divided by total credit hours attempted in the particular stream/major of study which includes major cores, major electives and relevant free electives.

Semester Withdrawal
Withdrawal of a student from the semester on his/her own will following a formal procedure.

Semester
At LUMS each semester consists of 16 weeks, comprising 15 teaching weeks including reading and review period and a final examination week.

Seminar
A group meeting in which participants and trainer/faculty discuss information on a chosen topic.

Senior Project, Senior project (Sproj) is a collaborative task that may be taken in the senior year according to the requirements specified for a particular academic programme.

Separation (Low CGPA)
If CGPA of the student remains below 2.0 for two consecutive regular semesters (Fall and Spring), then s/he will be separated from the programme.

SGPA (Semester Grade Point Average)
Sum of all grade points divided by total credit hours attempted in a particular semester.

Student
An individual who is pursuing an undergraduate, graduate or postgraduate degree at LUMS.

Student Loans
Loans from University to help university students pay their living and study costs.

Teaching Assistant (TA)
Teaching Assistant is an active student of graduate level at the University or an externally hired alumnus/graduate. S/he provides teaching support and is responsible to grade, monitor/invigilate, lead lab(s) and/or discussion sessions, recitations and tutorials. A TA is required to work during specified office hours in order to provide assistance to the students. His/her work assignments are carried out under the close supervision of course instructor(s). Exchange, visiting or auditing students are not eligible for this position.

Thesis
A thesis is a document submitted in support of candidature for a graduate/doctoral degree presenting the author's research.

Transcript
The transcript is an inventory of the courses taken, grades obtained, CGPA and credit hours earned by a student throughout his/her academic career.

Transfer Student
A student who was initially enrolled in another accredited institution and after following the University defined process is admitted to LUMS.

Unauthorized Withdrawal
Withdrawal of a student from the University/Semester on his/her own will but without following a formal procedure.

Undergraduate TA
Undergraduate TA is an active undergraduate student at LUMS, who can take a maximum workload of 20 hours per week. The minimum cumulative GPA available in Zambeel must be equal

to or greater than 3.2 (Candidates having semester GPA greater than 3.2 and Cumulative GPA less than 3.2 cannot be considered for TA-ship).
'An Undergraduate TA's responsibility is to provide assistance and mark minor course instruments (e.g. quizzes, MCQs, Lab reports etc.) as assigned by the course instructor and/or TA. However, s/he is not eligible to upload marks in Zambeel and invigilate examinations. S/he can sit through the class upon the discretion of course instructor and nature of the course. An undergraduate TA should not have any Disciplinary Committee decision against him/her for violation of the university rules and regulations. Exchange, visiting, or auditing students are not eligible for this position.

University Academic Honours and Awards
University Academic Honours are bestowed as recognition of outstanding
academic achievement and as a means to further encourage sound scholarship. They are awarded to every undergraduate student attaining the required proficiency. For some awards, students also receive certificates.

University Core Requirements
The core curriculum is the set of common courses required to be successfully completed by all undergraduate students irrespective of their allocated major.

University Holiday
Day(s) when Administrative and Academic Offices are closed.

University Withdrawal
Withdrawal of a student from the University on his/her own will following a formal procedure. This could be categorized as withdrawal from programme prior to or after the commencement of classes.

Unofficial Transcript
A transcript with a watermark "unofficial" and without the signature of the Registrar. It is not provided in a sealed and stamped envelope.
In case an official transcript is opened, and the seal is broken, then it should also be treated as unofficial.

VC
Vice Chancellor is the chief executive of the university for both academic and administrative affairs.

Visiting Student
A student who takes course(s) at LUMS after due University defined process on fulfilment of admission requirements.

Year Admitted
The year in which an admitted student joins the degree programme. The students at LUMS joins the degree programme in either of the regular semester(s) of that particular academic year i.e., Fall OR Spring.
Example: The Academic Year 2017-2018 at LUMS comprises two regular semesters, the Fall 2017 & Spring 2018. If a student joins the programme in Fall 2017-2018 or *Spring 2017-2018 (*only in case of transfer students), the academic year of admission will be 2017.

Year Graduated
The year in which a student completes all the degree requirements from LUMS and is eligible to convocate. In order to mark graduation year in Zambeel, the submission of Graduation Audit Form (GAF) and inclusion of name in the faculty plenary for that particular semester is requisite.
Example: If a student completes all the degree requirements in Summer 2017, Fall 2017 or Spring 2018, the year of graduation will be marked as 2018 on the regular degree.
On the transcript, the year of graduation for the Summer Semester may vary from the degree and will be according to the date when completion has been assigned to the student. Please also refer to definition of "Degree Before Convocation".

LUMS

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