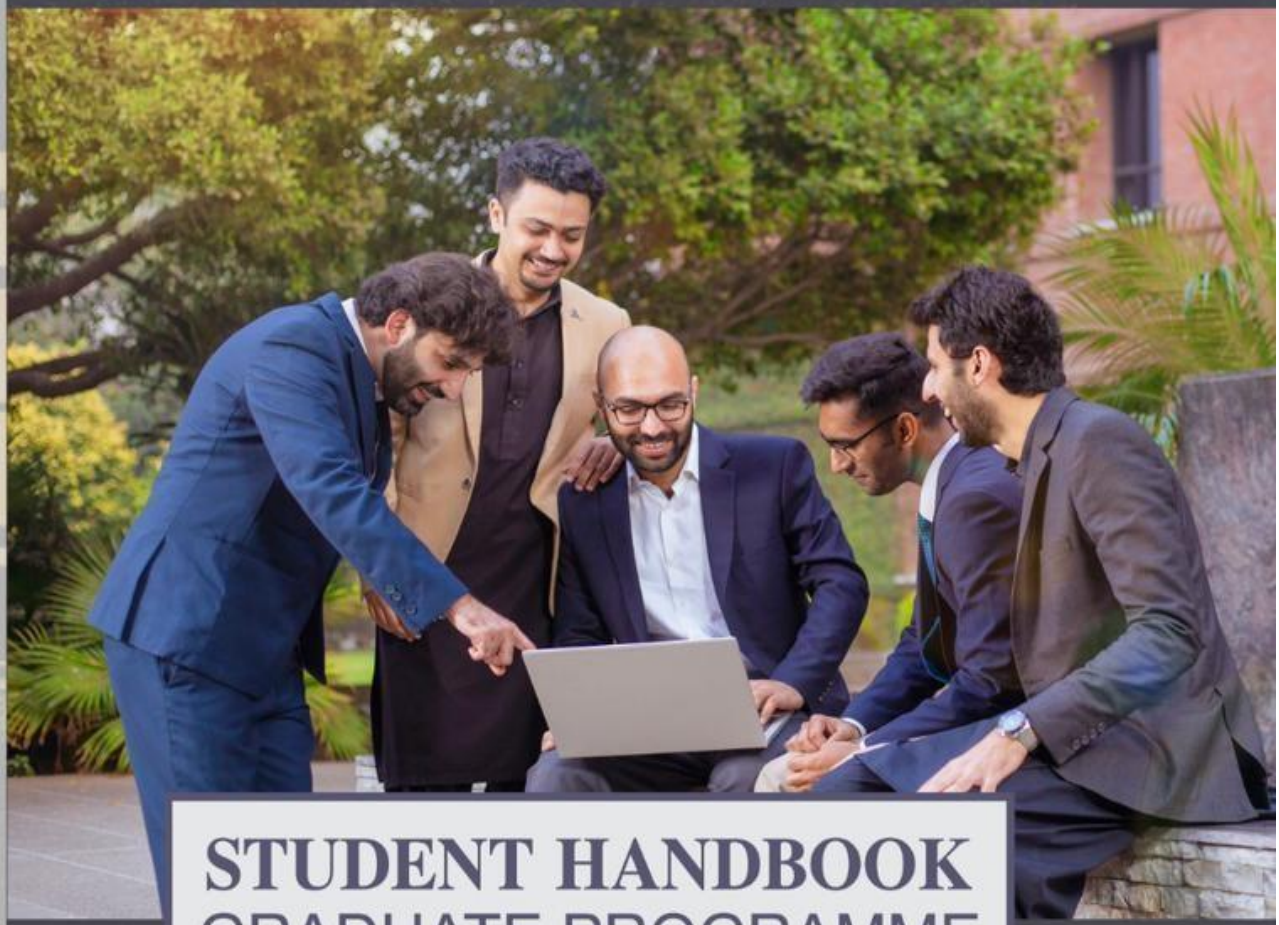
LUMS
A Not-for-Profit University

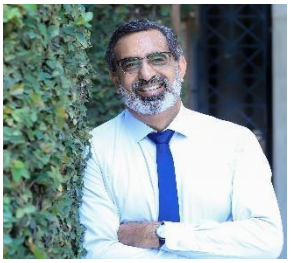
Learning *Without* Borders





STUDENT HANDBOOK
GRADUATE PROGRAMME
2023-2024

MESSAGE FROM THE VICE CHANCELLOR



Dear Students,

Welcome to LUMS! We are delighted to have you join our community and embark on an incredible educational journey with us.

At LUMS, we are committed to providing you with a transformative education that prepares you for local and global challenges while fostering your personal growth. Our diverse and inclusive environment encourages respect, tolerance, and integrity, creating a supportive community where you can thrive.

Beyond the classroom, you will have countless opportunities to engage with our vibrant campus life. Embrace the diversity of perspectives, participate in extracurricular activities, and challenge yourself to step out of your comfort zone. These experiences will shape you as individuals and expand your horizons.

As you embark on this empowering journey, take ownership of your learning, embrace challenges, and imagine the incredible impact you can make. We are excited to see you grow, succeed, and take pride in your achievements during your time at LUMS.

Welcome to LUMS, where your dreams will flourish, and your potential will be realized.

Best wishes,



Dr Arshad Ahmad
Vice Chancellor, LUMS

MESSAGE FROM THE PROVOST

Dear Students,

Welcome to the vibrant community the Lahore University of Management Sciences (LUMS)! As a renowned institution of higher education, we are committed to providing a world-class education that equips our students to address complex and pressing challenges facing our society today. Our goal is to create a diverse and inclusive community that fosters academic excellence, critical thinking, and lifelong learning.

At LUMS, we offer a rigorous academic programme that is interdisciplinary, cutting-edge, and designed to prepare you for success in a rapidly changing world. Our faculty comprises some of the finest minds in academia in the country, who are dedicated to pushing the boundaries of knowledge and challenging students to excel in their academic pursuits.

Our campus is dynamic and engaging, offering a wide range of opportunities for intellectual and personal growth. From student clubs and societies to sports and cultural events, you will find a wealth of extracurricular activities that will allow you to pursue your passion and build meaningful connections with your peers.

As you embark on this exciting journey, I urge you to take advantage of everything that LUMS has to offer. Get involved and challenge yourself to grow in meaningful ways. Our hope is that by the time you graduate, you will have developed the skills, knowledge, and mindset needed to make a positive impact in your communities and the world at large.

Thank you for choosing LUMS, and we look forward to seeing you on campus soon.



Dr. Tariq M. Jadoon
Provost, LUMS

DISCLAIMER

This catalogue represents the most accurate information available at the time of publication in August 2023. 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

Lahore University of Management Sciences
Sector U, D.H.A, Lahore Cantt.
Lahore, 54792, Pakistan.
Tel: +92 42 3560 8000
Website: www.lums.edu.pk

Office of the Registrar Contact Information:
Portal: http://portal.lums.edu.pk/RegistrarOffice
Email: helpdeskro@lums.edu.pk

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.

TABLE OF CONTENTS

THE UNIVERSITY 1
GRADUATE SCHOOLS AT LUMS 2
Suleman Dawood School of Business 2
Mushtaq Ahmad Gurmani School of Humanities and Social Sciences 4
Syed Babar Ali School of Science and Engineering 5
Syed Ahsan Ali & Syed Maratib Ali School of Education 6
GRADUATE PROGRAMME POLICIES AND REGULATIONS 9
1. Academic Year 9
2. Registration of Courses 9
2.1 Course Descriptions 9
2.2 Course Outlines 9
2.3 Online Course Evaluations by Students 9
3. Phases of Course Registration 10
3.1 Enrollment Phase I 10
3.2 Enrollment Phase II 10
4. Add/Drop and Withdrawal Periods for Regular Courses 10
4.1. Regular Semesters 10
4.2 Summer Semester 11
5. Withdrawals 11
5.1 Voluntary Withdrawal from the University/Programme 12
5.2 Semester off from Campus (Leave of Absence) 12
5.3 Withdrawal from all courses in a semester 13
5.4 Withdrawal from a course in a semester 13
5.5 Involuntary Withdrawal 14
6. Student Status and Course Load 15
6.1 Regular Semester 15
6.2 Summer Semester 15
7. Pre-Requisites of Courses 15
8. Cross-listed Courses 16
9. Course Audit 16
10. Course Cancellation 17
11. Academic Performance 17
11.1 Student Evaluation 17
11.2 Grades 17
11.3 Calculation of Semester GPA 18
11.4 Calculation of CGPA 19
11.5 Grade Review Policy 20
11.6 Grade Change Policy 20
12. Academic Standing 20
13. Attendance Policy 20
14. Missed Quiz Policy 21
15. Examinations 21
16. Graduation Tracking 21
16.1 Graduation Audit Form (GAF) 22
16.2 Other Graduation Clearance Requirements 22
16.3 Graduation Denied 23

16.4 Name on Transcript and Degree 23
16.5 Award of Regular Degree on the Convocation Day 23
16.6 Degree before Convocation (DBC) 23
16.7 University Clearance and Security Refund 24
17. Academic Honours at LUMS 24
17.1 Medals & Honours at the time of Graduation 24
18. Make-up Policy for Graded Instruments 25
18.1 Rationale and overview 25
18.2 Process of petitioning and associated timelines 25
18.3 Other elements of the policy 26
18.4 Circumstances covered by the policy 27
19. Student Code of Conduct 29
19.1 General 29
19.2 General Expectations of Conduct 31
19.3 Misconduct 33
19.4 Academic Dishonesty 38
19.5 University Disciplinary Procedures 39
SULEMAN DAWOOD SCHOOL OF BUSINESS 50
Honorary Dean's Message 50
Suleman Dawood School of Business (SDSB) Over the Years 51
1. The Learning Cycle for MBA and EMBA Students 52
1.1 The Learning Methodology 53
1.2 The Case Method 53
1.3 Individual Preparation 53
1.4 Discussion Groups 53
1.5 Class Session 54
1.6 Written Analysis of a Case (WAC) 54
1.7 Experiential Learning for MBA Programme 54
1.8 Distance Learning for MBA Programme 54
2. MBA Programme 55
2.1 Introduction 55
2.2 Curriculum Requirements 55
2.3 Online Courses 56
2.4 Experiential Learning 57
2.5 Summer Immersion Programme (SIM) 57
2.6 Internship 57
2.7 Student Exchange Programme 58
2.8 Elective Courses 59
2.9 Cross-Programme Registration 59
2.10 Grades 60
3. MBA Programme Graduation Requirements 61
3.1 Attendance policy 61
3.2 Exemption from Penalty for Class Absence 61
3.3 Promotion to Second Year 62
3.4 Graduation Requirements 63
3.5 Honours and Medals 63
3.6 Study Duration of Programme 64
3.7 Deferment 64

3.8 Withdrawal 65
3.9 Separation and Readmission 65
4. Executive MBA (EMBA) Programme 76
4.1 The Programme 76
4.2 Curriculum Requirements 76
4.3 Grades 77
4.4 Globalization and Cross-Cultural Module 78
4.5 EMBA Programme Project 78
4.6 Programme Features 78
4.7 Academic Standing Graduation Requirements 81
4.8 Honours 81
4.9 Deferral and Withdrawal 81
4.10 Attendance Policy 82
4.11 Residence at REDC for EMBA Students 82
5. MS Programmes 85
5.1 The Learning Cycle for MS Students 85
5.2 Foundation Courses for Non-Business Students 87
5.3 MS Orientation 87
5.4 MS Programme Learning Goals and Objectives 88
5.5 MS Programme Details 88
5.6 Field Thesis/ Applied/ Research Project for all MS Programmes 98
5.7 MS Programme Structure 100
5.8 Student Status/ Course Load 100
6. MS Programme Graduation Requirements 100
6.1 Orientation Attendance 101
6.2 1.5 Year Programme 101
6.3 Promotion to Second Year 101
6.4 Attendance policy 101
6.5 Grades 102
6.6 Exemption from Penalty for Class Absence 102
6.7 Probation & Separation 103
6.8 Code of Conduct 103
6.9 Readmission 104
6.10 Study Duration of Programme 104
6.12 Teaching Assistantship 105
6.13 Work Restrictions 106
6.14 Course Audit Policy 106
6.15 Transfer Policy 106
7. SDSB Common Policies for MBA, MS and EMBA Students 107
7.1 Student Evaluation and Feedback 107
7.2 Course/Faculty Evaluation 107
7.3 Examination Policy 107
7.4 Make-up Examination Policy 108
7.5 SDSB student Support Systems 108
7.6 Faculty and Staff Support 108
7.7 Student Class Representatives 108
7.8 Programme Coordination Office (PCO) 108
7.9 SDSB Placement Office 109

7.10 Communications Office 110
7.11 Faculty Advisors 111
7.12 Student Counsellor 111
7.13 Handling Grievances 112
7.14 Learning Management System 112
7.15 Zambeel 112
MUSHTAQ AHMAD GURMANI SCHOOL OF HUMANITIES AND SOCIAL SCIENCES 114
Dean's Message 114
1. Graduate Programme Policies 115
1.1 Departmental Graduate Programme Committee (DGPC) 115
1.2 Graduate Programme Director (GPD) 115
2. MS Economics Programme 116
2.1 Requirements of the MS Economics Degree 116
2.2 Graduation Requirements 120
2.3 Separation and Readmission 120
2.4 Teaching Assistantship 120
2.5 Work Restrictions 121
2.6 Grievance Resolution 121
SYED BABAR ALI SCHOOL OF SCIENCE AND ENGINEERING 123
Dean's Message 123
1. Graduate Programme Policies 126
1.1. Departmental Graduate Programme Committee (DGPC) 126
1.2. Graduate Programme Coordinator (GPC) 126
1.3. SBASSE Graduate Programme Committee (SGPC) 126
1.4. SBASSE Academic Affairs Office 126
1.5. Full-Time and Part-Time Students 127
2. MS Programmes 128
2.1. Requirements of MS Degrees 128
2.2. MS Programme Course Structures 131
2.3. MS Programme Graduation Requirements 146
3. PhD Programmes 147
3.1 Student Status 147
3.2 PhD Supervisor 147
3.3 Change of PhD Supervisor 148
3.4 Terminal Graduate Student Status 148
3.5 Exit Degree 148
3.6 Probation, Separation and Readmission 148
3.7 Requirements of a PhD Degree 149
3.8 Academic Progress Time Limit for PhD-Students and PhD-Candidates 153
3.9 Graduation Requirements 154
4. SBASSE Common Policies for MS Students, PhD Students and PhD Candidates 154
4.1 Academic Advisors 154
4.2 Leaves of Absence 154
4.3 MS-Students 154
4.4 PhD Students and PhD Candidates 155
4.5 Funding 155
4.6 Graduate Research Assistantship (GRA) 155
4.7 Teaching Assistantship 155

4.8 Work Restrictions 156
4.9 Residency Requirements for Funding 156
4.10 Transfer of Credits 156
4.11 Grievance Resolution 157
SYED AHSAN ALI & SYED MARATIB ALI SCHOOL OF EDUCATION 160
Dean's Message 160
1. Graduate Programme Policies 161
1.1. Departmental Graduate Programme Committee (DGPC) 161
1.2. Director Academic Programmes (DAP) 161
1.3. Routing Process for Graduate Students 161
2. Graduate Programmes 162
2.1. MPhil ELM Programme 162
2.2. Executive MPhil ELM Programme 165
3. Academic Honours and Awards 168
3.1. NMF Gold Medal 168
3.2. Dean's Honour List 168
3.3. Capstone Distinction 168
3.4. Shaila and Tahir Andrabi Leadership and Service Award 168
4. General Policies and Regulations at SOE 168
4.1. Enrollment in Additional Graduate/Undergraduate Courses 168
4.2. Course Audit Policy 168
4.3. Teaching Assistantship 169
4.4. Research Assistantship 169
4.5. Work Restrictions 169
4.6. Academic Progress Time Limits 169
4.7. Transfer Policy 169
4.8. Academic Advising 169
4.9. Separation and Readmission 170
4.10. Grievance Resolution 171
ADMINSTRATIVE OFFICES 173
Office of the Registrar (RO) 173
Office of Admissions 173
Office of Financial Aid (OFA) 174
Office of Finance 182
Office of Student Affairs (OSA) 192
Office of Programme Enhancement (OPE) 217
Office of Accessibility And Inclusion (OAI) 217
Office of International Affairs (OIA) 223
Office of Advancement 224
LUMS Learning Institute (LLI) 227
Centre for Continuing Education Studies (CES) 230
The Gad and Birgit Rausing Library 231
Information Systems and Technology (IST) 238
General Administration Services Department (GAS) 242
Other facilities available at LUMS 248
USEFUL CONTACTS 250
SUBJECT AREAS AND COURSE CODE PREFIX TABLE 251
GLOSSARY 252

THE UNIVERSITY

Established in 1985 as a private, not-for-profit university, LUMS is one of South-Asia's top academic institutions known for exceptional learning, research intensity and teaching excellence. It is known for its high academic standards and quality, with special attention to access, relevance, and collaboration with an increasing focus to address the grand challenges facing the Global South.

LUMS offers a distinctive academic experience through its learning without borders perspective, providing an integrated core curriculum across disciplines. Its five schools have nurtured leaders in all spheres of life ranging from entrepreneurship, economics, biology, mathematics, engineering, education, writing, politics, and business. The University's internationally qualified faculty are experts in their fields. They create an engaging learning environment and foster a mentoring relationship with their students, who are taken on as co-creators in this process. A major hallmark of the pedagogy at LUMS is that it encourages students to apply their knowledge and come up with progressive 21st century solutions.

Cutting-edge research at LUMS is positioned to examine the mission of higher education from the perspective of innovation, continuing education, and social engagement. The centres at LUMS work in areas ranging from water, energy, and entrepreneurship to indigenous languages and public policy, among others. Research from faculty is published in prestigious publications all around the world, and their work also informs policymaking at national and regional levels.

LUMS has also ushered in a new era of learning in the region by offering interactive online learning models. Through its digital learning platform, LUMSx, it is also expanding access and providing a range of large-scale, world-class pedagogical innovations. The well-being of its community members remains a major priority at LUMS. Several health and safety initiatives are in place, including therapy, counselling, and meditation, and these provide constant and systematized support to students, staff and faculty. LUMS continues to uphold high academic standards and its students, faculty and alumni are helping build a more sustainable and equitable society.

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:

- MBA
- Executive MBA

MS degrees with specializations in

- Accounting and Analytics
- Business and Public Policy
- Financial Management
- Healthcare Management and Innovation
- Supply Chain and Retail Management
- Technology Management and Entrepreneurship
- 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.

Graduate Progammes Offered by SDSB		
MBA **Graduation Requirement** **22 Units**	MBA Core MBA Elective Total	14 Units 08 Units 22 Units
Executive MBA (EMBA) **Graduation Requirement** **21.5 Units**	EMBA 1st Year EMBA 2nd Year Total	12 Units 9.5 Units 21.5 Units
MS Business and Public Policy **Graduation Requirement** **33 Cr. Hrs.**	Core Specialized Electives Field Thesis Total	12 Cr. Hrs. 15 Cr. Hrs. 06 Cr. Hrs. 33 Cr. Hrs.
MS Technology Management & Entrepreneurship **Graduation Requirement** **33 Cr. Hrs.**	Core Specialized Electives Field Thesis Total	12 Cr. Hrs. 15 Cr. Hrs. 06 Cr. Hrs. 33 Cr. Hrs.
MS Healthcare Management and Innovation **Graduation Requirement** **33 Cr. Hrs.**	Core Specialized Electives Field Thesis Total	12 Cr. Hrs. 15 Cr. Hrs. 06 Cr. Hrs. 33 Cr. Hrs.
MS Financial Management **Graduation Requirement** **33 Cr. Hrs.**	Core Specialized Electives Field Thesis Total	12 Cr. Hrs. 15 Cr. Hrs. 06 Cr. Hrs. 33 Cr. Hrs.
MS Accounting and Analysis **Graduation Requirement** **33 Cr. Hrs.**	Core Specialized Electives Field Thesis Total	12 Cr. Hrs. 15 Cr. Hrs. 06 Cr. Hrs. 33 Cr. Hrs.
MS Supply Chain and Retail Management **Graduation Requirement** **33 Cr. Hrs.**	Core Specialized Electives Field Thesis Total	12 Cr. Hrs. 15 Cr. Hrs. 06 Cr. Hrs. 33 Cr. Hrs.

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)

Graduate Programmes Offered by MGSHSS		
MS Economics (1.5 Years) **Graduation Requirement** **30-32 Cr. Hrs.**	Economics Cores Economics Electives Total	20 Cr. Hrs. 10-12 Cr. Hrs. 30-32 Cr. Hrs.
MS Economics (2.5 Years) **Graduation Requirement** **58-60 Cr. Hrs.**	Economics Cores Economics Electives Total	48 Cr. Hrs. 10-12 Cr. Hrs. 58-60 Cr. Hrs.

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
- Mathematics
- Physics
- Computer Science
- Electrical Engineering
- Digital and Embedded Systems (only MS)
- Power Engineering & Smart Grids (only MS)
- Chemical and Environmental Engineering (only PhD)

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

Masters Programmes Offered by SBASSE		
MS Biology **Graduation Requirement** **30 Cr. Hrs.**	Major Cores Major Electives Total	21-24 Cr. Hrs. 6-9 Cr. Hrs. 30 Cr. Hrs.
MS Chemistry **Graduation Requirement** **30 Cr. Hrs.**	Major Cores Major Electives Total	12-18 Cr. Hrs. 12-18 Cr. Hrs. 30 Cr. Hrs.
MS Mathematics **Graduation Requirement** **30 Cr. Hrs.**	Major Cores Major Electives Total	24 Cr. Hrs. 6 Cr. Hrs. 30 Cr. Hrs.
MS Physics **Graduation Requirement** **30 Cr. Hrs.**	Major Cores Major Electives Total	18-24 Cr. Hrs. 6-12 Cr. Hrs. 30 Cr. Hrs.
MS Computer Science **Graduation Requirement** **30 Cr. Hrs.**	Major Cores Major Electives Total	12-18 Cr. Hrs. 12-18 Cr. Hrs. 30 Cr. Hrs.
MS Electrical Engineering **Graduation Requirement** **30 Cr. Hrs.**	Major Cores Major Electives Total	9-18 Cr. Hrs. 6-21 Cr. Hrs. 30 Cr. Hrs.
MS Digital and Embedded Systems **Graduation Requirement** **30 Cr. Hrs.**	Major Cores Major Electives Application Electives Total	12-18 Cr. Hrs. 6-12 Cr. Hrs. 6 Cr. Hrs. 30 Cr. Hrs.
MS Power Engineering and Smart Grids **Graduation Requirement** **30 Cr. Hrs.**	Major Cores Major Electives Total	15-21 Cr. Hrs. 9-15 Cr. Hrs. 30 Cr. Hrs.

Syed Ahsan Ali & Syed Maratib Ali School of Education

Syed Ahsan Ali & Syed Maratib Ali School of Education (SOE) is dedicated to developing strategic leaders and change makers within the rapidly expanding educational landscape in Pakistan. The mandated comprehensive one-year field experience equips graduates with indispensable skills to become policy researchers and reflective practitioners.

Since its inception, SOE has officially introduced an intensive full-time MPhil Education Leadership and Management (ELM) program, as well as an undergraduate minor in Education. The formation of the graduate programme at SOE ensued from the increasing demand for educational services and the subsequent growth of the education sector in Pakistan. There is a dire need for well-trained decision-makers and leaders in the sector, such as school principals, school chain managers, policy analysts and implementers, and higher education administrators. For this purpose, SOE aims to cultivate a new generation of educational leaders who will provide strategic direction to the burgeoning education ecosystem.

SOE is continuously expanding to address the challenges faced by the education sector. In 2021, the school successfully launched an intensive full-time Executive MPhil Education Leadership and Management (EELM) weekend program, as well as a specialized stream within the undergraduate minor in Education focused on Policy, Politics, and Governance. In 2022, SOE successfully introduced another stream, the Undergraduate Minor in Education, with a focus on Curriculum and Instruction. Now, in 2023, as part of SOE expansion plans, we have introduced the new stand-alone minor in Inclusive Education also.

The school strives to cater to the diverse educational needs of a culturally varied and geographically dispersed student body by providing them with academic, professional and personal preparation. This opens doors for them to access opportunities that enable them to make a positive impact on the educational landscape.

SOE comprises several important departments that work collaboratively to create a meaningful student experience throughout the program. These departments include the Dean's Office, the Academics office, the Marketing and Student Services Office, the Partnerships Office, the Career Placement Office, and the Professional Education and Policy Engagement Office.

A crucial aspect of a student's time at SOE is their engagement with professionals in the education sector. The school has established partnerships with a network of schools and educational organizations to ensure easy access of its students to the professional education landscape. These partnerships facilitate student placements for field engagement and ensure student involvement with organizations during the practicum module of the graduate coursework. The broad spectrum of educational institutions and organizations includes public and private schools, trust schools, for-profit and non-profit organizations, non-formal education providers, as well as Madrassah schools. This diverse array of placements aims to create a rich and varied learning 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 fueled 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 Programmes offered by SOE		
MPhil Education Leadership and Management **Graduation Requirement** **36 Cr. Hrs.**	EDU Core EDU Electives Field/Lab/Workshop Practicum/Proseminar Practicum Total	15 Cr. Hrs. 9 Cr. Hrs. 3 Cr. Hrs. 3 Cr. Hrs. 6 Cr. Hrs. 36 Cr. Hrs.
Executive MPhil Education Leadership and Management **Graduation Requirement** **36 Cr. Hrs.**	EDU Core EDU Electives Field/Lab/Workshop Practicum/Proseminar Practicum Total	15 Cr. Hrs. 9 Cr. Hrs. 3 Cr. Hrs. 3 Cr. Hrs. 6 Cr. Hrs. 36 Cr. Hrs.

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*. 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://lumseval.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 11 days starting from 3 calendar days before the start of the semester and continuing till 8 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 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.

4.1.4 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, students should route the request via the School DGPC. Following the DGPC's approval, the student will be withdrawn from the necessary courses and a 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:

- Voluntary Withdrawal from the University and programme results in the permanent cancellation of the student's active status at LUMS.

- Semester off from the campus results in withdrawal from that semester only and deactivation of the student's enrolled status for that particular semester.
- 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.
- Withdrawal from a course in a semester resulting in a 'W' grade on the transcript for that particular course.
- Involuntary Withdrawal
- Involuntary Withdrawal from the Programme
- Involuntary Withdrawal from the Semester
- 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 Campus Security 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 a 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 a 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 students and the DGPC know the impact of the leave in terms of graduation delay. For example, a leave for one semester may delay 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 of f 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 the 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:

- **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 the Office of Admission, prior to the commencement of orientation. For the second semester, students may apply for a semester-off. The period of deferment will be considered in the period specified for the completion of Programme.
- **SDSB MS Programme:** students will have option to apply for a semester withdrawal under extreme circumstances from second semester onwards as per university's timeline, rules/guidelines established/communicated by RO. For the first semester, only programme withdrawal option is available.
- **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:

5.5.1 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.

5.5.2 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 8 credit hours.

Note. The summer semester is mandatory for SDSB Programmes.

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 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.

[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.

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 of the semester. In case of Summer semester, which is compressed, forms should be submitted by the first day of classes.
- Permission is granted on a 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 with 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 two weeks 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. The **Graduate Programme Council (GPC)** is a committee responsible for taking up cases regarding academic standing for Graduate Programmes. 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.

16. 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:

16.1 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.

16.2 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.

16.3 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.

16.4 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.

16.5 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.

16.6 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.

16.7 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 Campus Security department. it can also be dispatched at the following address to process security refund: Campus Security Office, 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.

17. 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:

17.1 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.

18. Make-up Policy for Graded Instruments

The purview of this policy includes all instruments/sub-instruments of a course impacted by a short-term, serious emergency; academic accommodations for disabilities are the purview of the Office of Accessibility & Inclusion (OAI).

18.1 Rationale and overview

As an institute of higher learning, LUMS considers academics as the university's central activity and class attendance / assessments are an integral part of this learning process. Further, giving different times or opportunities to different students is impossible for instructors and also unfair to those students who receive less time or fewer opportunities for assessments. For these reasons, absence from examinations or missing graded instruments is strongly discouraged and only permissible in extreme situations beyond the student's control. This allowance is to balance the integrity/equity of the assessment system while providing flexibility in rare and exceptional emergencies: i) serious medical conditions (that persist despite adequate treatment and whose severity significantly impacts studies); ii) death in the immediate family; iii) certain pre-approved extracurricular activities (where the student is officially representing LUMS at a prestigious forum); iv) visa interviews (for higher studies/immigration), job interviews for graduating seniors, and other emergencies (see below for additional details on each situation).

18.2 Process of petitioning and associated timelines

The student or someone on his/her behalf must submit the petition form along with all required documentation as soon as possible; this is necessary so that course instructors can be informed of the potential accommodation needed in a timely fashion. This submission should ideally happen prior to the instrument's deadline but no later than three days after missing the graded instrument for which relief is being sought. Petition-submission is not considered complete until all required documentation has also been submitted. This means instruments whose dates/ deadlines fall outside this timeline (i.e. instruments older than 3 days from submission of petition form and documentation) cannot be considered. Therefore, it is important for students to submit the petition form and all necessary documents as soon as possible (or request someone to do so on their behalf), rather than waiting for the resolution of the emergency impacting their studies.

When to request course instructor and when to request SSS, and possible outcomes of petition.

The request must be submitted to the instructor (in cases where the missed instruments total 10% or less of the course grade); OR to the Office of Student Support Services at petitions@lums.edu.pk (in cases where the missed instruments total more than 10% of the course grade). This system balances two important elements of education at LUMS: the principle of instructor autonomy over their courses/ grading (when the impact on the course grade is up to 10%) and the principle of equitable treatment of students across campus (when the impact on the course grade exceeds 10%).

When relief is being sought for a specific situation and the instruments collectively comprise 10% or less of the course grade (in a single course), the instructor shall have the prerogative to ascertain the circumstances and determine the path forward for the student in their course. Student Support Services will not process such petitions and students should contact the course instructor directly as soon as possible (ideally prior to the instrument's deadline and no later than 3 days after the deadline for the instrument for which relief is being sought). In these cases, the instructor should make a determination and communicate with the student within a week of receiving the request. Instructors have the full range of options available to them, based on their assessment of the circumstances and their course policies: i) Allowing a retake of the missed instrument.(Note: the retake can include a different version of the missed instrument – so that the student does not benefit from speaking with those who have already attempted the instrument – or an

alternate form of assessment deemed appropriate by the instructor for the learning being assessed); ii) Applying the course's pre-existing N-X policy OR assigning an average or percentile received by the student in other sub-instruments till the end of the course (for instruments with multiple sub-instruments, e.g. CP, quizzes, etc.); iii) Assigning an average grade or percentile received by the student in other instruments till the end of the course (for instruments that do not have any 'sub-instruments' e.g. mid-terms or final exams); or iv) Denying the request and assigning a zero score for that instrument. Note: In no circumstances can the student be assigned the 'class average' or a grade based on the performance of other students in the course. For any clarifications of this policy or the options available, instructors can seek guidance from their school's Advising Unit or Dean's Office but ultimately it is the instructor's purview to evaluate requests when the impacted instruments total 10% or less of the course grade.

When relief is being sought for a specific situation and the impacted instruments collectively comprise more than 10% of the course grade (in a single course) a request for a make-up must be made by the student or someone on his/her behalf, on the Make-up Instrument Petition Form which is to be submitted to the Office of Student Support Services (SSS) at petitions@lums.edu.pk along with the other required documents. This must be submitted either prior to or within three days of the instrument date/deadline for which relief is being sought. The petition is processed by the SSS after due diligence and the student is notified of the decision, at most within 48-72 working hours after all required documentation has been submitted. Submitting a petition does not guarantee its approval. Depending on the circumstances and documentation, the petition could be denied, in which case a zero score will be assigned to that instrument. If the petition is approved, there is no grade reduction on the approved make-up instrument. (Note: even if a petition is approved, the specific dates or instruments approved will be based on the verifiable circumstances established through appropriate documentation. This could be different from the dates/instruments requested by the student and could exclude certain dates/instruments for which: i) the documentation is incomplete or does not conclusively establish the circumstances; or ii) the established circumstances do not meet the criteria laid out in this policy). The instructor will be notified, and the instructor will have the discretion to select the most appropriate option for proceeding: i) Allowing a retake of the missed instrument. (Note: The re-take can include a different version of the missed instrument – so that the student does not benefit from speaking with those who have already attempted the instrument – or it can be an alternate form of assessment deemed appropriate by the instructor for the learning being assessed. However, a re-take is not required if there is no pathway to passing the course even if the missed instrument is retaken); ii) Applying the course's pre-existing N-X policy OR assigning an average or percentile received by the student in other sub-instruments till the end of the course (for instruments with multiple sub-instruments, e.g. CP, quizzes, etc.); iii) Assigning an average grade or percentile received by the student in other instruments till the end of the course (for instruments that do not have any 'sub-instruments' e.g. mid-terms or final exams). Please note: in order to receive a grade for a course, students must have graded instruments that cumulatively account for at least 70% of the course grade. Therefore, if the missed instrument/s account for 30% or more of the course grade, then this option of extrapolating 'average in other instruments to the missed instrument' – is not available and a retake is required (see the guidance for retakes given in option #i earlier). Further, in no circumstances can the student be assigned the class average or a grade based on the performance of other students in the course.

18.3 Other elements of the policy:

- For missed final examinations: private arrangements for a make-up of the final examination between a student and an instructor are not allowed. The student is required to submit a petition to Student Support Services, so that the circumstances for missing the final exam can be ascertained through appropriate documentation. If the make-up exam option is granted, the make-up exam must be

conducted by the instructor within two weeks of the original exam date in case of a regular semester, and within a week in case of a final graduating semester.

- Students who have already attempted an instrument cannot petition for a makeup for the same instrument (this includes situations when the student has entered the examination hall). Students who miss a scheduled make-up exam will not be given a second chance.
- In situations where the petitioned instruments account for 50% or more of the course grade, the appropriate accommodation may be to withdraw from the course and re-take the course when the student is better able to meet the course's academic requirements.
- If – for any reason or circumstance – a student requests one or more petitions at any time during the semester that cumulatively add up to more than 21 days (including weekends) during spring/fall, or more than 7 days (including weekends) during summer, this constitutes the loss of a significant portion of the time allocated for teaching/learning during the semester. In such cases, SSS will forward the case to the Dean OSA for consideration for an involuntary semester withdrawal so that the student can resume studies in a future semester when their circumstances allow them to engage with their studies and learning.
- Certain course outlines may limit the number of absences allowed. In cases where a student's petition is approved and it clashes with the course's policy on the number of absences allowed, SSS will attempt to work with the instructor; if the instructor feels that the course's learning objectives are impossible to achieve given the absences approved in the petition, SSS will explore the possibility of a course withdrawal for the student.
- In the last three weeks of the semester, if a student petitions for final exams/projects/papers etc. in three or more courses, or requests for withdrawal from two or more courses, this means that the gravity of medical or other circumstances is posing a major hurdle in completing academic requirements. In this context, while relief for semester-completion may be warranted, at the same time, continuing immediately in the subsequent semester may not be appropriate because of the seriousness of medical or other circumstances that are impacting studies. Therefore, if requests for course-withdrawals from two or more courses or petitions for final exams/ projects/ papers etc. in three or more courses in the last three weeks of the semester are approved, SSS will make a determination within three weeks of the petition about whether an involuntary withdrawal in the subsequent fall or spring semester is warranted, to allow time for handling the circumstances and their lowering future impact on studies. (Note: if an involuntary withdrawal is decided, appropriate documentation will be required prior to resumption of studies in the subsequent fall or spring semester. Furthermore, enrollment in summer will not be possible until the student is cleared to resume studies).
- Any misrepresentation in the petition or documentation constitutes fraud as well as cheating (i.e. an attempt to secure course credit through unfair means) and therefore may result in a referral to the Disciplinary Committee (DC).

18.4 Circumstances covered by the policy

Make-up instrument policy is applicable to the following situations. (As mentioned above, Student Support Services will only be involved for petitions when more than 10% of the course-grade is impacted).

18.4.1. Medical Cases

Relief is only granted for medical circumstances that are verified by LUMS healthcare professionals as having symptoms of such severity as to seriously hinder meeting academic commitments. In such circumstances, the student must consult with the LUMS Medical Center (LMC) or on-campus Counseling and Psychological Services (CAPS).

While documentation from on-campus healthcare facilities (LUMS Medical Center and CAPS) is highly preferred, in cases where the student is out of station or away from the campus, the student should submit complete and official medical documentation related to the illness and medical treatment, i.e., original copies of the clinical reports, doctor's evaluation, hospitalization details, medication receipts, contact information of treating physician, etc. to the Office of Student Support Services, within three days of the missed instrument.

In such circumstances, Student Support Services will evaluate the medical documentation in consultation with LMC/CAPS and may require additional documentation and/or direct communication with the treating physician or clinician, before making a determination about the petition.

In all cases, clinical evaluations and written assessments from the treating physician or counselor must be obtained while the student is unwell. Note: petitions can only be processed when the medical and clinical evaluation was conducted at a time that can clearly establish medical impairment at the time of the missed instrument; therefore, retroactive clinical evaluations about past illnesses cannot be processed. SSS may further consult with the Medical Center or CAPS to determine whether the severity of symptoms warrants relief and may require students to submit additional documentation.

Students are expected to look after their well-being responsibly. Inadequate engagement with healthcare and treatment means that the resulting impact is a consequence of choice (i.e. the choice of not engaging with healthcare/treatment). Such cases are therefore not covered by this policy which is for emergencies beyond the student's control.

18.4.2. Death or illness in the Immediate Family

In the unfortunate event of a death in the immediate family (strictly limited to parents, siblings, spouse, children or grandparents only), students should file a makeup exam petition to SSS within a week of the demise.

The Office of Student Support Services may need to verify the documentation in due course and will inform the student regarding the decision. Petitions will not be entertained for demise of any individuals or relatives other than specified above in the policy.

In cases of illness in the immediate family, relief is only granted for cases where: a) the unwell relative is the student's sibling, parent, or child; b) there is documented overnight admission to the hospital for a severe illness; and c) other caregivers are not available to enable the student to meet their academic commitments.

18.4.3. Medical Cases

If a student is proceeding to participate in an event which is considered prestigious by the University, the patrons of the relevant societies/clubs/sports teams should try to negotiate a date for the event with the event organizers that does not conflict with the midterm/final exam schedule or other academic commitments. If the negotiations fail, the patron should inform the SSS at a minimum one week in advance and get prior permission for the students to participate in the event. Note: graduate students can be allowed to participate in activities like conferences if endorsed by their faculty adviser (as being important enough for their academic learning to warrant a petition for missed course instruments).

In the case of an international event, one extra day before and after the event to account for travel logistics, can be petitioned for. Extra days spent on private extensions of the trip will not be permissible.

In case of sports events, students participating in the following may file a petition:

- HEC inter-varsity events,

- games organized on national/regional or international scale.

All sports events other than the ones prescribed in this policy will not be processed.

18.4.4. Visa/Employment Cases

Graduating seniors who have a job interview, and students from any class who have applied for a study visa or immigration visa and have been called for an interview on the date of an instrument are allowed a makeup instrument without grade reduction. Such students should submit complete supporting documents to the Office of Student Support Services, as soon as the interview date is scheduled and no later than 3 days after the instrument for which relief is being requested. Petitions for interviews or visas other than the ones indicated in this policy will not be granted (e.g., internship interviews for non-graduating students, or travel/business visa cases or spousal visas/interviews, etc.)

18.4.5. Other circumstances

Petitions for wedding/marriage events are only allowed for marriage of siblings or self, and only for the main events of mehndi, barat and walima. All documentation must be provided as soon as the event dates are set and no later than 3 days prior to the first event. For weddings in Lahore, petitions will only be granted for instruments clashing with the specific event date and time. For wedding locations out of the city, petitions may be granted from the first main event to the last main event. For wedding locations abroad, one day of travel time can be granted before and after the main events.

For other emergencies, the student will apply to the SSS either prior to or within three days of the date/deadline for the instrument for which relief is being requested, with the provision of adequate documentation that establishes the emergency. Petitions will not be entertained for circumstances that can be catered through appropriate advance planning (e.g., traffic delays, power outages, equipment malfunctions, etc.)

19. Student Code of Conduct

19.1 General

19.1.1 Preamble

The Lahore University of Management Sciences (LUMS) is a unique residential campus and a site of learning, discovery, transformation, advancing knowledge and intellectual growth for its students. The University has accomplished this by maintaining academic freedom, the free flow of ideas, open dialogue, accessibility, and through maintaining the integrity of the University's processes. This is made possible by a highly diverse community that comprises students, staff and faculty. In order to uphold the integrity of the institution LUMS expects its students to understand and adopt the guiding principles that undergird this institution. The values, principles and general practices are laid out in the Student Code of Conduct.

The Student Code of Conduct is based on the premise that LUMS is a shared community comprising students, staff and faculty, many of whom also live on campus. Each community member's behaviour impacts both their own learning as well as the ability of others to access or participate in this university's learning experiences. Therefore, LUMS' commitment to learning automatically entails upholding behaviours that maximize the entire community's learning. This also requires the institution to intervene when any individual's behaviour negatively impacts the person's own or other people's ability to access or participate in the LUMS experience.

This Code also assumes that LUMS is not just an educational institution but also a civic one. Its investment in education is purposeful: to have a positive impact on society. LUMS accomplishes this by producing graduates who can play a positive role in all the communities they are a part of. In short, the goal of producing good citizens is entailed by LUMS' own citizenship: the institution's desire to positively impact the society in which it is embedded. The LUMS' Code of Conduct is essential to this institutional mission of producing graduates who can make a positive contribution to society. LUMS cultivates this civic awareness by requiring all its affiliates to live and practice it during and beyond their time at LUMS. Membership in the LUMS community is a privilege, not a right. This privilege is retained by upholding the values of this community within and outside of the institution.

A shared community that upholds civic values necessarily places the utmost importance on pluralism. LUMS is a diverse, plural community that celebrates gender inclusion, various ethnic, racial, religious and socioeconomic backgrounds as well as affiliations–faculty, students, and staff. This commitment to pluralism means that we learn to cohabit in shared spaces– the LUMS campus and by extension the cities and country that we live in, through responsible behaviour and civic sensitivity.

As an institution aiming for excellence, LUMS aspires for all affiliates to embody the ideals and practices highlighted above to the highest extent possible. The goal is for all affiliates to uphold behaviours that promote – in the best possible way – the sustenance of a shared space where everyone can flourish. However, when anyone's behaviour begins to negatively impact their own or others' ability to participate effectively in this community, then LUMS is committed to intervening to rectify the situation for the sake of maintaining an appropriate learning and living environment. For transparency, it is necessary to clarify behaviours that will trigger an institutional response. While it is necessary to enumerate this list of sanctionable behaviours, it is also important to clarify: avoiding sanctions is only minimally acceptable behaviour, not excellent behaviour. In other words, the space allocated to sanctionable behaviours here is a function of transparency not priority. LUMS requires all members to adhere to minimally acceptable behaviours but LUMS aspires for all members to embody excellent behaviours.

19.1.2 Purpose

Students are the principal members of the LUMS community, and they enjoy many privileges and rights as being part of this community. However, they also have the responsibility to conduct themselves in an honorable, ethical and appropriate manner, and to comply with the rules and regulations of LUMS. The Student Code of Conduct describes the standard of behaviour expected from every LUMS student and specifies actions that will be deemed to be in violation of the conduct expected from a LUMS student.

19.1.3 Applicability and Jurisdiction

This Code of Conduct is applicable to all LUMS' students, alumni, and student organizations at LUMS.

- **On-campus jurisdiction**: The disciplinary jurisdiction of this Code of Conduct extends to any misconduct by a student, alumnus or student organization that occurs on LUMS campus, or in a LUMS student-housing facility that may be situated off-campus.

- **Off-campus jurisdiction**: The interaction of LUMS community with the people, institutions, professional societies and organizations outside of LUMS, is an important aspect of LUMS mission and activities. The members of the LUMS community are expected to behave ethically, honorably, professionally and in keeping with LUMS core values and quality standards at all times. Therefore, the disciplinary jurisdiction of this Code of Conduct also extends to misconduct that occurs off--campus. Students should be particularly mindful of behaviour when representing LUMS off-campus. However,

if an egregious violation of the code is brought to the attention of the University at any occasion relating to behaviour off-campus the University reserves the right to penalization. This is particularly important whilst representing LUMS but also applies otherwise.

- In exceptional circumstances where the university determines, based on information of off-campus behaviour, that a student or alumnus may pose a risk to the campus community, the university may restrict or suspend the individual's campus access privileges and may impose disciplinary sanctions, even for off-campus behaviour when not representing LUMS.
  Disciplinary proceedings at LUMS may be instituted for an act of misconduct even if there is civil or criminal litigation pending for that action in a court of law. Disciplinary sanctions may be imposed prior to, during, or after the litigation has run its course.

19.1.4 Responsibility to Understand the Code of Conduct

Every student, alumnus, and student organization is responsible for understanding and abiding by this Code of Conduct. Ignorance of the Code of Conduct will not be considered a valid defense during disciplinary proceedings. Queries seeking clarifications regarding this Code of Conduct may be addressed to dc@lums.edu.pk

19.2 General Expectations of Conduct

One of the aims of the programs at LUMS is the development of personal and professional ethics among students. Students are expected to conduct themselves honourably in all aspects of their life at LUMS. They are expected to uphold all LUMS' values listed in the previous section.

The university expects all LUMS students to take responsibility for their actions. Their behaviour should reflect a respect of law, a consideration of the rights of others, the Student Code of Conduct in academic and non-- academic matters, and shared standards of considerate and ethical behaviour.
Disciplinary sanctions may be imposed in case of violations of this Code of Conduct. Examples of disciplinary sanctions include, but are not limited to, fines, community service hours, or academic penalties, and may also result in dismissal from the university. A student dismissed for disciplinary reasons will not be considered for readmission.

19.2.1 Maintaining Decorum

All members of the LUMS community share the responsibility of maintaining an atmosphere of mutual respect and are expected to show good and tact in all matters. Students are expected to maintain proper decorum and etiquette and demonstrate the core values of pluralism and respect while interacting with their peers, faculty members, guest speakers and the staff at LUMS.
Students are expected to be respectful towards faculty and staff of all ranks; they should exhibit a dignified demeanor and respect the rights, differences, and dignity of all members of the LUMS community.

19.2.2 Classroom Behaviour

Students should not be late for classes and should not leave the classroom when the class is in session except under special circumstances, with the permission of the instructor. They should not exchange notes, cross talk, or use their mobile phones during class.

19.2.3 Obligation to prove identity

Students must possess their Student ID smart cards at all times whilst on campus. They need to present their IDs when they enter the campus and are obliged to present their ID, on identification, if asked by faculty and/or staff of all ranks. Failure to do so will result in disciplinary action.

19.2.4 General Behaviour in Public Spaces

Students must remember that the LUMS campus is a shared space, and they must govern their behaviour accordingly. Inappropriate behaviour includes but is not limited to: public indecency (individual, couple, or group), acts of intimacy that are overtly sexual in nature, unprompted or random usage of obscene language, and indecent behaviour overt or covert towards an individual. Inappropriate behaviour can lead to disciplinary action or be referred to the student's parents.

19.2.5 Appropriate Dress

The LUMS community is expected to dress in a fashion that reflects high standards of professional decorum. The dress should be in congruence with broad cultural sensibilities and should reflect a consideration of the diverse and mixed community present here at LUMS. There is no prescribed uniform in the university. All members of the LUMS community must exhibit a propriety in their dress that corresponds to a professional environment. Clothing that carries indecent or vulgar comments or implies obscenities, as well as attire that is revealing is deemed unacceptable.

While on campus, students are expected to be neatly and appropriately dressed at all times, and especially for interviews, class presentations, seminars by guest speakers, and other academic events.

19.2.6 Keeping the Campus Clean

All members of LUMS community have a shared responsibility to keep the campus clean. This means no littering on campus, inside or outside classrooms. Trash cans are placed on campus at several locations. All members are urged to use these trashcans and refrain from littering on campus.

19.2.7 Eating and Drinking

Eating and drinking is, in general, not allowed in academic buildings and the Library, except in areas designated for this purpose. Food and drinks, with the exception of water, are not allowed in classrooms, discussion rooms, laboratories and the library.

19.2.8 Smoking

Smoking is prohibited in all facilities and areas of LUMS, with the exception of the designated Smoking Zones located throughout the campus. Other than Smoking Zones, smoking is not permitted anywhere in LUMS. Furthermore, this definition extends to university owned or leased vehicles outside LUMS.

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 will be held responsible for any violations. Non- compliance of the smoking policy will result in fines and possible disciplinary action. Visitors refusing to comply with the policy shall be asked to leave the campus. For detailed guidelines, please access the Smoking, Drugs and Alcohol Abuse Policy present on the LUMS website.

Faculty and senior staff are authorized to approach and collect the smart cards of anyone found littering or smoking outside designated areas on campus. Cards are to be sent to the security desk at the main gate where the offenders may reclaim them after paying a Rs. 5000 fine.

19.2.9 Drugs and Alcohol

Drugs and alcohol, as defined by the Acts and Ordinances, are not permitted anywhere on campus, at any time, without exception.

Non- compliance of the drug policy will result in fines and possible disciplinary action. Visitors refusing to comply with the policy shall be asked to leave the campus. For detailed guidelines, please access the Smoking, Drugs and Alcohol Abuse Policy present on the LUMS website.

19.2.10 Visiting Guests

It is the responsibility of the members to ensure that their guests do not violate the security rules, regulations and behavioural norms of the University. Please refer to updated LUMS Visitors' policy.

19.2.11 Distribution of Written Materials and Posting of Notices

Free inquiry, free expression and civility within the academic community are indispensable to the University's objectives. Inclusion of the name, telephone number or e-mail address of the University sponsoring organization or individual member of the University community on material resembling petitions, posters, or leaflets distributed on campus is required. Such notices can only be posted on noticeboards. Complaints against offensive notices can be lodged with the Office of Student Affairs.

19.3 Misconduct

The following actions will be considered misconduct whether they occur on campus, off-campus and/in an online space and will be treated as a violation of the Student Code of Conduct at LUMS.

In addition to violations of the general expectations of conduct there are also certain categories of misbehaviour that may result in penalties and violation. The list below is not by far exhaustive. The University reserves the right to penalize behaviour that is not in congruence with the student code of conduct.

In the case where the particular incident of misconduct does not elicit a sanction/penalty based on University's code the University reserves the right to make a decision based on its core values, principles and good judgement.

19.3.1 Discrimination

a. Expressions of racial, religious, ethnic, socio-economic status or gender bias, or discrimination based on these factors, directed at individuals or groups.
b. Unequal treatment that entails demeaning another person for reasons including but not limited to race, gender, creed, or origin.
c. Violation of merit for such reasons.

19.3.2 Aggressive Behaviour and Interpersonal Misconduct

LUMS has zero-tolerance for any form of aggressive behaviour such as harassment, stalking, or ragging activities. Misconduct of this type includes, but is not limited to:

a. Stalking, which refers to a pattern of unwanted and persistent pursuit and intrusion into the life of another person, such as following them around, appearing uninvited at their place of residence, employment, or education, as well as making other attempts to contact the target, who clearly does not

desire it. Stalking is a pattern of behaviour is such that it is repetitive and it causes stress in the victim, who experiences it as a threat and may therefore realistically fear for their physical safety.

b. Harassment is behaviour the purpose of which is to humiliate, discomfit, or otherwise psychologically torment or provoke the target, whether through words, gestures, or actions. Although usually stopping short of actual physical aggression, harassment is an act of hostility that has a disruptive effect on the victim's ability to function at work or school. Sexual harassment, which is any unwelcome sexual advance, request for sexual favors or other verbal or written communication or physical conduct of a sexual nature, or sexually demeaning attitudes, causing interference with work performance or creating an intimidating, hostile or offensive work environment, or the attempt to punish the complainant for refusal to comply to such a request or is made a condition for employment. Sexual harassment may involve the behaviour of a person of either sex against a person of the opposite or same sex.
The Disciplinary Committee does not deal with sexual harassment cases. Rather, they are referred to Standing Inquiry Committee on Sexual Harassment. [Refer to LUMS Policy on Sexual Harassment available on LUMS Portal.]

c. Hazing or Ragging, which constitutes initiation rituals that involve abuse and that humiliate and violate the dignity of a new member. Any new member initiation process should be conducted in a manner that respects the dignity of new members and protects their mental and physical well-being. The intent of any person engaging in hazing activity or the consent or cooperation of any person who is a victim of hazing will not constitute a defense to an allegation of misconduct for hazing.

d. Physical assault includes not just beating, punching, kicking but any aggressive physical contact such as pushing and shoving. In almost all circumstances being provoked will not count as a mitigating factor in disciplinary proceedings. Provocations to violence can be physical or non-physical and may include abusive language or gestures. Provocation is when a person is considered to have committed a violation of the code of conduct because of a preceding set of events that might cause a reasonable individual to lose self-control. * Intimidation refers to menacing behaviour or threats of harm to self, to others or to persons related to them, often as a means of coercing the target to acquiesce in the perpetrator's demands.

e. Photographing others without consent in places where there is a reasonable expectation of privacy is not allowed.

f. The **sharing of images** depicting nudity is strongly discouraged, as it can infringe upon individuals' privacy, promote unethical behaviours, and create an uncomfortable or unsafe environment. Any such activity can be considered a violation of the code of conduct and may solicit a disciplinary proceeding. Respecting the boundaries and dignity of others is essential in fostering a culture of inclusivity and ensuring a positive community experience.

g. Any other act that endangers human life or threatens serious physical or psychological injury.

19.3.3 Damage to Property

a. Theft of, conversion of, misappropriation of, or damage to or destruction of any property of the University or property of others while on University premises or at official University functions.
b. Attempt of setting fire on campus, whether successful or unsuccessful, except in places designated for this purpose, such as lab burners, cooking stoves, or fireplaces.

19.3.4 Unauthorized Possession of Weapons

The unauthorized possession, storage, use or threat of use on campus of firearms, ammunition, explosives, fireworks, firecrackers or other weapons.

19.3.5 Illegal Drugs and Alcoholic Beverages

a. Possession or consumption of heroin, opiates, cocaine, marijuana, hashish, alcoholic beverages or other intoxicating substances is strictly prohibited anywhere on campus.

b. Offering to sell or obtain these substances.

If a student is part of a group in which intoxicating substances are being consumed, it is in the student's best interest to leave the group to avoid suspicion of involvement or complicity.

19.3.6 Dishonesty, Forgery and Misrepresentation

Some examples of violations of this category are:

a. Providing false written or oral information to the University.
b. Providing forged documents to the University.
c. Providing false identification to an official of the University.
d. Providing false financial information for the purpose of obtaining any concession or financial aid.
e. Forgery, alteration, or misuse of any University document, record, key, electronic device, or identification.
f. Signing a document with someone else's name, initials or signature.
g. Financial misappropriation.
h. Misrepresentation, or false statement of fact

19.3.7 False allegation

Deliberately accusing a person or an organization of misconduct, with knowledge that this allegation is false.

19.3.8 Disruption

a. Disrupting or obstructing the functions or activities of the University, whether on campus, or at functions of the University off-campus.
b. A demonstration on campus which substantially disrupts the normal operations of the University
c. Inciting others to substantially disrupt the normal operations of the University
d. Obstructing the entrance or exit of any university building or campus gate.
e. Obstructing the free flow of vehicular or pedestrian traffic on the campus.
f. Trespassing, that is, unauthorized entry into any area of the campus, room, or grounds
g. Disorderly conduct, including failure to comply with the directions of faculty or staff of the University.
h. Public use of abusive language or curse words.
i. Discourteous, rude behaviour with faculty or staff of the University.

19.3.9 Disturbance

Every LUMS community member has the right to a reasonably quiet environment in the classrooms and on campus in general. The university expects all members to respect this right and to be aware of the impact of their activities on their fellow members.

In public places like the Library, academic buildings, auditoriums, laboratories, and the Pepsi Dining Centre, disruptive behaviour is considered irresponsible. Members should refrain from being noisy in the corridors as this disturbs the classes.

19.3.10 False Report of Emergency

Deliberately causing or making a false report of an emergency. Some examples are false reports of a fire or a crime.

19.3.11 Misuse of Safety Equipment

Unauthorized use or alteration of fire or other safety or emergency devices.

19.3.12 Theft or Possession of Stolen Property or Service

a. Taking without consent the property of the university or the property of a member of the university community, or availing facilities or services to which one is not entitled.
b. Possession of stolen property or service.

19.3.13 Unauthorized Use of University Keys or Other Access Devices

Unauthorized use, replication, or distribution of keys or other access devices for any building, room, or facility on the campus.

19.3.14 Unauthorized Use of University Property

Unauthorized use of any University property, equipment or facilities.

19.3.15 Violation of Rules of Campus Facilities

Facilities such as Hostel, Sports Complex, cafeteria, laboratories or the Library are governed by their own set of rules. Violation of these rules will be considered an offense that may be subject to disciplinary action.

All hostels at LUMS are single-sex dormitories, and access by members of the opposite sex is strictly prohibited.

19.3.16 Misuse of Identification

a. Extending your access rights by lending your card to someone else.
b. Borrowing or unauthorized possession of someone else's identification.
c. Helping other people, who are otherwise not allowed access, to get in (including tail gating).
d. Failure to report loss of identification card to University security immediately upon discovery of loss.
e. Impersonation, for example as a faculty or staff member, or as another as a student in an examination.
f. Tampering with devices and instruments of identification, for example, identification cards, access control hardware or surveillance devices.

19.3.17 Misuse of Computing Resources

The University provides several forms of computing and information technology resources for advancement of the purpose of the university, including education, research, service and administration. Misuse of computing and information technology resources implies using them for some other purpose, which includes, but is not limited to

a. Unauthorized access to a computing or information technology resource.
b. Exchange of passwords: Obtaining the password of an account without the owner's consent. Sharing of LUMS password with another person.
c. Knowingly performing an act that will interfere with the normal operations of a computing or information technology resource, merely for the purpose of disrupting its normal operation. Intentional introduction of a computer virus, worm or Trojan horse.
d. Knowingly attempting to circumvent security infrastructure, or discovering or exploiting security loopholes without seeking permission to do so.
e. Use of computing or information technology resources to harass, intimidate, threaten, or discriminate against someone, or to knowingly access or distribute content that is obscene or sexually explicit.
f. Masking the identity of an account or a computing resource.
g. Attempting to monitor or tamper with another user's electronic communications, or reading, copying, changing, or deleting another user's files or software without the explicit agreement of the owner.
h. Attempting to read or access another person's email, files or communications, without their consent.
i. Intentional damage to computing or information technology resources or data.
j. Installation of unauthorized or illegal software.

19.3.18 Aiding, Abetting, or Incitement

Helping, encouraging, or forcing another to violate any of the rules and guidelines mentioned in any part of this Code of Conduct may also be considered an offense that may carry up to the same punishment as the original offense.

19.3.19 Unlawful Acts

Any act by a student, alumnus or student organization which occurs on campus, or off--campus but while representing the University, which is a violation of law according to Pakistan Penal Code or other applicable law. The University reserves the right to conduct disciplinary proceedings even if litigation is pending or concluded in a court of law. The University also may refer any violation of law to Police or other judicial authorities.

19.3.20 Abuse of Disciplinary Proceedings

a. Any form of non--compliance of disciplinary proceedings or an attempt to subvert the disciplinary process, including, but not limited to:
b. Failure to appear before the Disciplinary Committee or subcommittee, or to file statements or evidence required by the committee.
c. Providing false testimony or statement to the Disciplinary Committee, sub--committee or to an officer of the University investigating a case for submission to the Disciplinary Committee.
d. Trying to coerce someone from filing a legitimate complaint to the Disciplinary Committee.
e. Knowingly filing a false complaint to the Disciplinary Committee.
f. Attempting to influence the impartiality of a member of the Disciplinary Committee.
g. Violating the right of privacy of a person with respect to disciplinary proceedings.
h. Failure to comply with disciplinary sanctions.

19.4 Academic Dishonesty

Development of academic integrity amongst members of the LUMS community is an important component of the LUMS programs. Faculty members, teaching assistants, and students are expected to conduct themselves as ethically and professionally in all aspects of their life at LUMS.

Academic dishonesty is any type of cheating or use of unfair means in the academic context. Academic dishonesty includes, but is not limited to:

a. **Plagiarism**: Plagiarism is representing someone else's work as your own. Copying someone else's work, without appropriate citation, will constitute plagiarism. At LUMS, training to understand plagiarism is provided in introductory courses. Please see the sections 5.1 to 5.4 below for an understanding of plagiarism.
b. **Cheating and Unfair Means**: Unfair means include discussions and exchange of all such class notes and written material between the current classes and former students that may subvert the learning process. Exchanging or passing information to other students over the network during lab exams is also considered cheating.
c. **Fabrication**: Fabrication of results, data, or any other information or citation, or falsification of such information.
d. **Sabotage:** An act that prevents others from accessing academic resources that are needed to complete their work.
e. **Services:** Paying, or obtaining for free, services from someone to complete academic work that was required to be completed by oneself. Receiving payment or providing services to complete someone else's work.
f. **Impersonation:** Appearing on someone else's behalf in an examination, completing someone else's homework, or proxy--marking attendance of someone else.
g. **Misrepresentation to avoid academic work:** Providing false information to gain leniency, making an excuse such as illness, death in family or accident.
h. **Aiding and Abetting in Academic Dishonesty:** Knowingly aiding in plagiarism or any other form of academic dishonesty, for example, by providing solutions of assignment to another student.
i. **Other:** Failure to comply to any standards of academic honesty imposed by a faculty member or a department.

19.4.1 What is plagiarism?

"Plagiarism is the use, without acknowledgement, of the intellectual work of other people, and the act of 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." (University of Sussex Examinations and Assessments Handbook 2012/13)

19.4.2 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.

19.4.3 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.
c. Plagiarism usually takes one of these forms:
d. Incited idea: passing off someone else's idea as your own.
e. Incited information or data from a source: not acknowledging the source of any fact, figure, event, statistical data or information provided.
f. 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.
g. Misrepresenting evidence: information from a source that has been changed or taken out of context to suit your paper/argument
h. Dual submission: submitting the same paper or parts of a paper to more than one course/instructor.
i. 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.
j. Commercial tutoring services: making use of the services of a tutoring school or term paper company to write papers.

19.4.4 Tips to avoid Plagiarism:

a. Avoid leaving work on your assignment until the last day. It is likely to create a panic situation in which one may not make the best decisions.
b. Avoid relying mainly on a single source for information or opinion. It is likely to result in excessive reliance on the thought process of that source.
c. Avoid borrowing another student's assignment or notes.
d. Avoid preparing your solution from borrowed notes.
e. Do not write your solution with another student, or directly from notes taken when discussing the assignment with another student. Even if discussion was allowed, it is better to leave your notes of discussion aside and write up the solution entirely on your own.
f. Always back--up your work and make a hard copy wherever it is appropriate to avoid problems created by computer failure.
g. Always keep your notes and drafts until a paper has been returned.
h. If you feel confused or panicked about time, or if you are having problems that do not let you concentrate, let your instructor or teaching assistant know before the submission deadline.
i. 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.

19.5 University Disciplinary Procedures

19.5.1 The Committees on Discipline

There are two types of Disciplinary Committees charged with investigating violations of the code of conduct: one for academic offenses and the other for non-academic offenses. There is one Disciplinary Appeals Committee. All these Committees comprise of faculty members and administrators. The two

Committees are responsible for the administration of the stated rules and regulations governing general conduct, for assessing reported violations, and, when necessary, for assigning and recommending appropriate penalties.

19.5.2 Right to Disciplinary Proceeding

Except in cases where temporary suspension is ordered by the Vice Chancellor, or in cases of alleged sexual harassment which are overseen by Sexual Harassment Inquiry Committee; please see the handbook section on Office of Accessibility & Inclusion for more information about this committee. In cases of pre-approved penalties that administrative departments are allowed to impose, any disciplinary sanction may not be imposed without a disciplinary proceeding in accordance with the following University Disciplinary Procedures.

19.5.3 Initiation of Disciplinary Proceedings

1. Complaint: Any member of the university community may file a written complaint of misconduct against a student, alumnus or organization alleging misconduct under the Student Code of Conduct or other published university policy or regulations prescribing a standard of student conduct. The Disciplinary Committee may also take up a case for determination *suo moto* (of its own accord).

   Complaints can be filed to the Office of Student Affairs. It is desirable that complaints be filed as promptly as possible after gaining information about the alleged misconduct. Where a matter is first presented to the Disciplinary Committee within one week of the end of an academic semester, it may be held for consideration in the following regular semester.

2. Review of Complaint: The Convener of the Disciplinary Committee shall review each complaint to determine whether it may be disposed of without institution of disciplinary proceedings. The Convener can decide on one of three courses of action: (a) dismiss the complaint, (b) refer the complaint to an administrative department for imposition of pre-approved sanctions that the department is authorized to enforce, or (c) initiate disciplinary proceedings.

3. Investigation: If the matter so requires, the Convener of the Disciplinary Committee may ask the DC investigator to conduct an investigation to gather evidence that will be presented to the Disciplinary Committee during the disciplinary proceedings.

4. Summons: The Disciplinary Committee will inform the accused in writing of the reason for being summoned, and of a specific day and time when the accused is to appear before the Disciplinary Committee.

5. Written Statement: The Disciplinary Committee will also require the accused to file a written statement before the formal disciplinary hearing, in which the accused will clarify his or her position on the accusation. An accused will normally be given 24 hours to file their statement. However, in cases that have to be dealt with on an urgent basis, this requirement may be waived.

6. Obligation to Admit to Misconduct: At any stage of the Disciplinary Proceedings, the accused is under no obligation at any time to admit the misconduct alleged or to make any other statement at any meeting or hearing relevant to the misconduct alleged. However, the accused can be held liable to perjury for making false statements during the course of an investigation or during the disciplinary hearing. Any statement that the student or any representative of the organization make in their

written statement or during the course of investigation can be used against the student or organization under these Disciplinary Procedures.

7. Failure to Appear: The student accused of misconduct, or a student officer of the organization accused of misconduct will be expected to be present at the hearing before the Disciplinary Committee. If the student or a student officer of the organization fails to appear at the time and place designated for the hearing, the Disciplinary Committee shall proceed with the hearing if a majority of the Disciplinary Committee members present are satisfied that the student or organization has received adequate written notice. The Disciplinary Committee members will then proceed in the absence of the student or organization to hear and weigh the evidence in support of the alleged misconduct and render a decision.

19.5.4 Temporary Suspension

Pending initiation of disciplinary proceedings by the Disciplinary Committee, the Vice Chancellor may at any time temporarily suspend a student from the University or deny a student readmission when the Vice Chancellor finds and believes from information coming to his or her attention that the presence of the student on the University campus would seriously disrupt the University or constitute a danger to the health, safety or welfare of persons on the campus. If a student is temporarily suspended by the Vice Chancellor, the Vice Chancellor shall promptly instruct the Disciplinary Committee to initiate appropriate disciplinary proceedings against the student within five working days after temporary suspension is imposed. If a student placed on temporary suspension is ultimately found not guilty of misconduct, such student shall be allowed if at all possible, to make up academic work missed while on suspension.

19.5.5 Conduct of Hearings

1. Nature of Hearing: The Convener of the Disciplinary Committee will decide whether the testimony of the accused is to be heard in a full committee hearing or is to be referred to a sub--committee. Only cases dealing with academic dishonesty may be referred to a sub- committee. In case the decision is taken by a sub- committee, it will be ratified in a full committee meeting before being communicated to the student.

2. Quorum: The Quorum for a full committee hearing is half of its members, and that of a sub-committee hearing is at least two members.

3. Advocate: The accused may be accompanied at the Committee hearing by an advocate, who must be a current student at LUMS. The advocate must render his or her services voluntarily and not charge the accused for this service. The same advocate cannot appear for two different defendants or witnesses in the same disciplinary case. The advocate may advise the accused, but may not directly participate in the hearing, unless requested by the Convener of the Disciplinary Committee.

4. Witnesses or Amicus Curiae: At the hearing any person with information about the matter before the Disciplinary Committee may be requested to appear by the Disciplinary Committee.

5. Status Pending Disciplinary Proceedings: The status of a student accused of misconduct shall not be altered and the right of a student to be present on campus and to attend classes shall not be suspended during the time of any disciplinary proceeding against the student unless the Vice Chancellor determines that suspension of the student is required for compelling reasons in order to protect the student's physical or emotional health or safety or for compelling reasons in order to protect the health, safety

or welfare of other members of the University community. The status of an organization accused of misconduct shall not be altered during the time of any disciplinary proceeding against the organization, unless the Vice Chancellor determines that suspension of the organization from the University is required for compelling reasons in order to protect the health, safety or welfare of the University community.

6. Conflict of Interest: If the complainant in a case is a member of the Disciplinary Committee, that member will not participate in the disciplinary proceedings. Moreover, if a member of the Disciplinary Committee feels that his or her relationship with any individual or organization involved in the proceeding would affect his or her ability to render a fair and impartial decision, such Disciplinary Committee member will request the Convener of the Committee to be excused from the proceedings. The Convener will decide whether to entertain such a request or not, based on the nature of relationship with the accused.

   The student accused of misconduct, or a student officer of the organization accused of misconduct may question any Disciplinary Committee member with regard to his or her attitude or knowledge about the disciplinary proceeding to be heard. If a member of the Committee is challenged for cause by the student or organization, the other members of the Committee present shall, without the presence of the challenged member, vote upon the challenge. If a majority of the members present vote to sustain the challenge, the challenged member shall be excused from further participation in the proceeding. The foregoing shall not relieve the Disciplinary Committee from the requirement of maintaining a quorum for the hearing as required above.

7. Closed Hearings: All hearings of the Disciplinary Committee shall be closed to the public in order to comply with the requirements of privacy of proceedings. However, a current member of the Student Council may be allowed to attend the hearing if the accused grants their consent.

8. Evidentiary Rules: The Committee shall not be bound by the formal rules of evidence applicable to a court of law. It may admit and give probative effect to evidence, including hearsay evidence, which possesses probative value commonly accepted by reasonably prudent persons in the conduct of their affairs.

   The Committee may only accept evidence that is disclosed to the accused. In exceptional cases, where a majority of the Committee is convinced that revealing the identity of a witness may subject the witness to retaliation, the Committee may decline to disclose the witness's identity. In cases where the identity of the witness can only be concealed by withholding evidence from the accused, the evidence shall be inadmissible. The Committee shall not base its judgment on evidence provided by an undisclosed witness.

9. Verbatim Record: The Disciplinary Committee may record the hearings to keep a record of the hearing for future reference.

10. Burden of Proof: In all cases the University shall have the burden of proving the misconduct alleged against the student or organization by a preponderance of the evidence received at the hearing. Preponderance of the evidence is not determined by the number of witnesses who testify concerning a disputed fact, but rather is that amount of evidence which on the whole, and when fairly and impartially considered, produces the stronger impression on the Disciplinary Committee and is more convincing of the existence of the fact when weighed against the evidence in opposition thereto. If

the evidence concerning a disputed fact is evenly balanced or if it preponderates in favor of the accused student or organization, then the University will have failed to meet the required burden of proof. The Disciplinary Committee is not limited to consideration of evidence introduced by the University in determining whether the University has met its burden, but should consider any evidence tending to establish the University's contention of a disputed fact, even though such evidence is introduced by another.

11. Decisions: The Disciplinary Committee deliberates and arrives at a decision by individual vote. In order to determine that a student has violated a University rule, a majority of the voting Disciplinary Committee members present must conclude that the evidence presented constitutes a clear and persuasive case in support of the charges against the student. If the student is found to have misled the Disciplinary Committee during the hearing, the Disciplinary Committee may take that fact into account in reaching a conclusion and assigning a penalty.

    In matters that have significant precedence value, the Convener of the Disciplinary Committee may delay the vote on a matter for ensuring better participation of Committee members, or to seek more evidence before the decision is made.

    If the voting members are evenly divided in establishing guilt on a particular case, the case must be reconsidered at the next meeting of the Disciplinary Committee. If at the second meeting at which the case is considered the regular voting members are still evenly divided, the matter shall be dismissed without prejudice.

    Decisions of the Committee shall be communicated in writing and via email to the accused.

12. Mitigating and Aggravating Circumstances: The Disciplinary Committee may consider possible mitigating and aggravating factors listed below. This list is not exhaustive; the specific circumstances of a case may cause the Committee to consider additional factors.

Examples of Mitigating Factors

- Evidence of genuine lack of understanding
- Unclear course policy or instructions.
- The weight of the instrument or the amount of instrument that is plagiarized.
- Cooperating with the Committee through substantial disclosure that helps the DC reach its decision. For example, a student voluntarily admitting to the offense upfront, and providing useful information about it that was otherwise not accessible to the Committee, may be considered as substantial disclosure.

Examples of Aggravating Factors:

- Willfully misleading the Committee or falsification of testimony that can be proven by material evidence.
- Attempt to conceal an offense after the initial offense has occurred.
- Repeat academic offense of a similar category.

Factors that cannot be taken into consideration

Student’s major, GPA, ignorance of Code of Conduct, academic stress, external effects of the penalty, and student’s plea of either “guilty” or “not guilty”

13. Privacy

The sanctions imposed on a student or alumnus are recorded in a manner that respects the privacy of the individual and will not be released publicly. However, this information is made available to the following:

a. The original complainant.
b. The student's faculty advisor.
c. Members of the Disciplinary Committee.
d. Parents of the student or alumnus.
e. Dean of the relevant school.
f. Vice Chancellor.
g. Registrar's office.
h. Any other office that is required to ensure the implementation of the imposed sanction.

The information about the sanction is also kept on record of the disciplinary committee for future reference and for identifying repeat offenders, as well as the record of the TA coordinator so that they can check whether a student is eligible to become a TA or not.

19.5.6 Sanctions for Non-Academic Offences

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 violation of LUMS values (Section 2), violation of guidelines of general conduct (Section 3) and non--academic misconduct (Section 4), 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. 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.

3. Educational Sanctions, such as letters of apology, educational workshop, essays or research papers.

4. 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.

5. 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.

6. 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.

7. Work hours or Community service

8. Behavioural Requirement: Written conditions imposed by a judicial board or a judicial officer 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.

9. Suspension of privileges.

10. 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 counseling.

11. Suspension or dissolution of a student organization

12. Separation: Removal from membership in, or employment by, the University for a specified period of time, typically a semester or a full academic year.

13. Expulsion from University: Permanent removal from membership in the University without hope of readmission to the community.

14. 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.

15. 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.

19.5.7 Sanctions for Academic Dishonesty

The Disciplinary Committee will select from the following set of penalties when dealing with cases of plagiarism, sorted by decreasing severity. A guilty verdict puts a student on probation, and a repeat academic offense will be given harsher penalty.

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

[1] *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.*
[2] *"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.*
[3] *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.*

19.5.8 Disciplinary Appeals Committee (DAC)

The Disciplinary Appeals Committee (DAC) serves as an official platform for students to lodge appeals and seek a review of decisions made by the disciplinary committee. As an appellant body, its primary responsibility is reviewing the appeals to dispute the decision of a disciplinary proceeding.

The DAC reserves the right to interpret and enforce academic regulations; it also has the right to approve of exceptions to these regulations as necessary. Students who wish to appeal against a decision made by the Academic or Non-academic Disciplinary Committee can approach the DAC by contacting dac@lums.edu.pk within 72 hours of receiving the decision of a disciplinary proceeding (Academic or Non-Academic) i.e. from the date of decision by the Disciplinary Committee. The DAC, if it accepts the appeal for hearing, shall follow the same procedural rules regarding conduct of hearings as applicable to the Disciplinary Committee.

The purpose of an appeal is not to reexamine the factual aspects of the disciplinary case. An appeal does not serve as a means to review the factual information of a disciplinary case. It is important to note that the purpose of the appeals process is not to reopen all cases from the beginning. A case may only be reconsidered if the appellant believes that one or more of the following conditions apply:

- They were not given an adequate opportunity to present their side during the investigation of their offense.
- There is reasonable evidence that the decision of the Disciplinary Committee is tainted with bias or there is an absence of procedural fairness on any other account.
- New and compelling evidence has surfaced that was not available during the original investigation conducted by the Disciplinary Committee.

If the Disciplinary Appeals Committee accepts an appeal for a hearing, it will adhere to the same procedural rules that govern the conduct of hearings as applied to the Disciplinary Committee

Letters of appeal that simply express dissatisfaction with the judgment of the Disciplinary Committee without providing evidence of a flawed investigative process, bias on the part of the judges, or new evidence will be rejected. Disagreement with the decision, feeling that the penalty is harsh, or experiencing negative emotions such as disappointment, grief, or shock are not legitimate grounds for appeal. Likewise, factors such as good academic performance before or after the offense, character witnesses, or claims that the offense was a one-time occurrence are not considered valid grounds for appeal.

The Disciplinary Committee (Academic and Non-Academic) has the role to impose penalties from a predefined list of sanctions, but it should be noted that this list is not exhaustive. In the case there is no defined penalty for a particular misconduct, the Disciplinary Committee retains the right to sanction based on the principles and guidelines outlined in the code of conduct.

Students have the right to request an appeal of a decision made by the Disciplinary Committee (DC), and the Disciplinary Appeals Committee (DAC) conducts a thorough review of each case. The DAC carefully considers the grounds presented in the appeal and proceeds to either approve the appeal, leading to a revision of the decision, or reject the appeal if it does not meet the criteria outlined or lacks substantive grounds for appeal.

19.5.9 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.

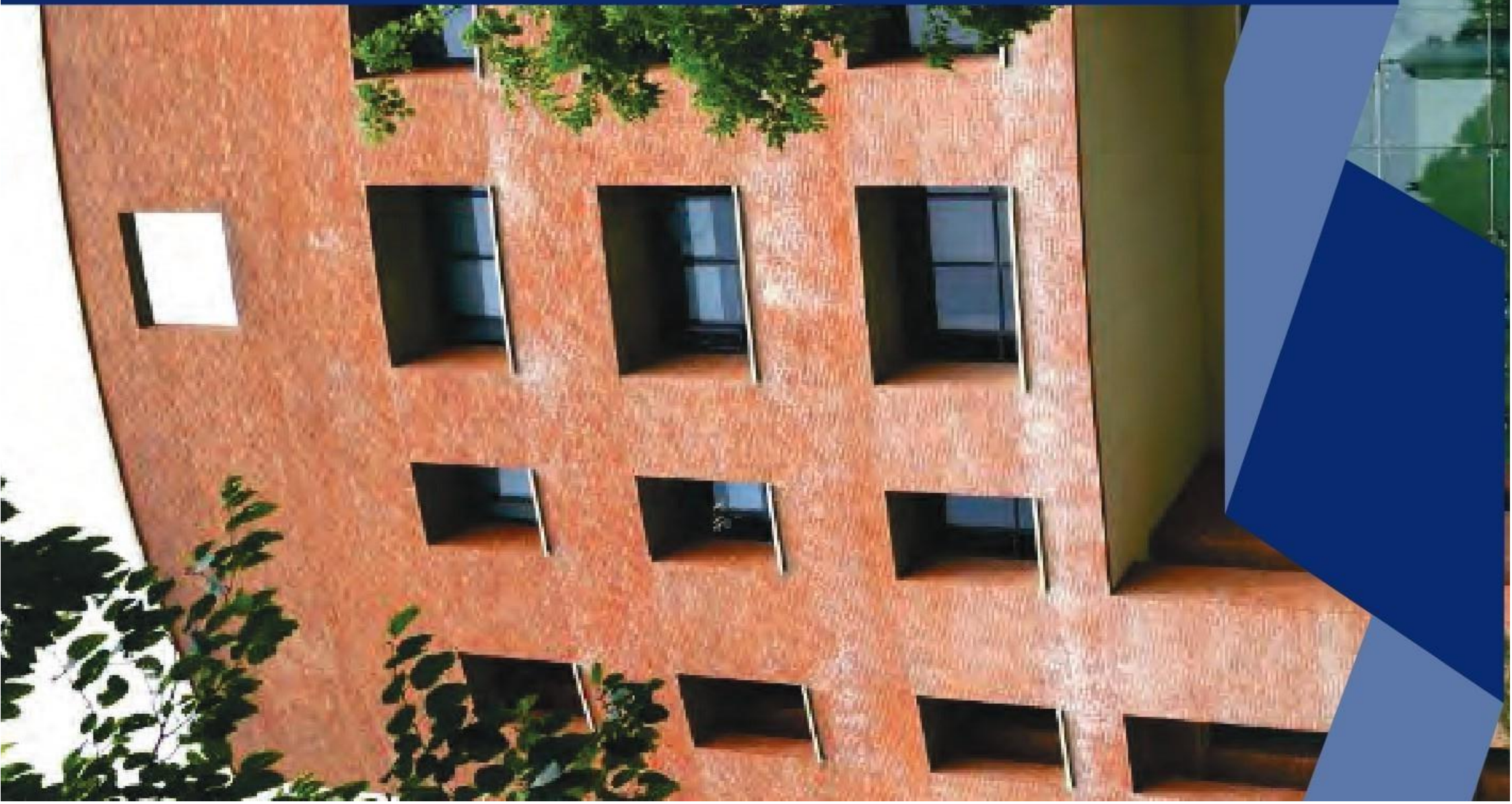
Sexual harassment can be physical or psychological in nature. It may be perpetrated using electronic media as well as in person. An aggregation of incidents can constitute sexual harassment even if one of the incidents considered on its own would not constitute harassment.

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.

Suleman Dawood
School of Business (SDSB)



SULEMAN DAWOOD SCHOOL OF BUSINESS

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.

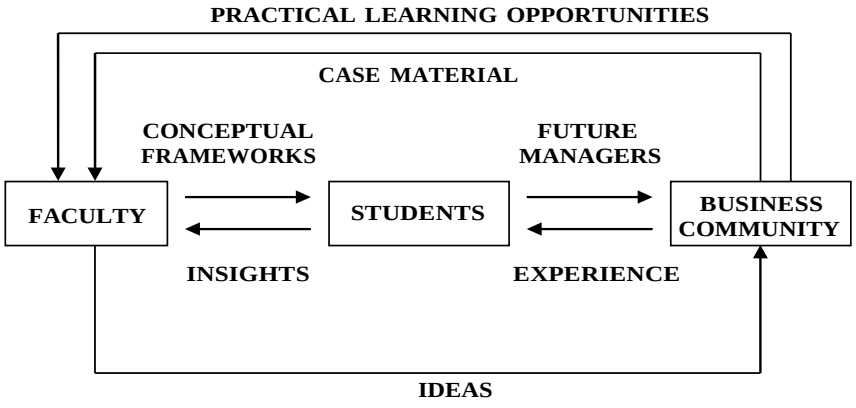
1. The Learning Cycle for MBA and EMBA Students

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 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

Year I			
First Semester		**Spring Semester**	
IA	IB	IIA	IIB
Managerial Communication		Managerial Economics	
Marketing Management		Financial Management	
Organisational Behaviour		Decision Analysis	Business Intelligence
Statistical Analysis for Management	Finance Fundamentals	Operations Management Fundamentals	Operations Management-Technology
Financial Accounting-I	Financial Accounting-II	Managerial Accounting and Control	Business Ethics & Islam
Experiential Learning-I		Business Strategy	**Experiential Learning-II**
Total Unit=6		Total Unit=6	

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 with 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 contact 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
14. RENNES School of Business, France
15. Excelia Business School, France

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 an academic merit basis. Only students with a CGPA of 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 the 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 of 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 Programme Coordination Office (PCO) 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 (RO). 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 Programme Coordination Office (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 table given on the next page:

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
Short Course	1	Up to 1	-1

For a full course, 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 or other official engagements approved by the Programme Coordination Office (PCO) 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 students and the relevant faculty. In the event 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. The 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. The 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 more than **3.0 LPs** in the second-year courses (see Exhibit 6) 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. Completing 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 on additional work requirements by 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 medals and for placement on the Dean's Honour Roll.

If a student was separated from 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 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. If they apply for readmission, they will be called for an interview to make a final decision on their readmission application.

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. Hassan Rauf	hassan.rauf@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 CALENDAR 2023-2024

Semesters	MBA Programme (MBA 2024 & 2023)
SIM Registration	August 20, 2023
SIM	August 21 – September 02, 2023
Semester IA (MBA I, 2025)	September 04 – October 27, 2023
Semester IB (MBA I, 2025)	September 30 – December 23, 2024
Semester IIIA (MBA II, 2023)	September 04 – October 27, 2023
Semester IIIB (MBA II, 2023	September 30 – December 23, 2023

Holidays Schedule – Academic Year 2023-2024	
Independence Day Holiday	August 14, 2023
***12th Rabi ul Awwal**	September 27, 2023
Quaid-e-Azam Day	December 25, 2023
Kashmir Solidarity Day	February 05, 2024
Pakistan Day	March 23, 2024
Labour Day	May 01, 2024

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**	**2**	**3**	**4**	**5**	**7**
• _____	**1**	**2**	**3**	**4**	**5**	**7**
• _____	**1**	**2**	**3**	**4**	**5**	**7**
• _____	**1**	**2**	**3**	**4**	**5**	**7**
• _____	**1**	**2**	**3**	**4**	**5**	**7**

Description of activities:

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

Output/Deliverables:

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

- _____ **1 2 3 4 5 7**
- _____ **1 2 3 4 5 7**
- _____ **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.

If No, please elaborate.

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

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:

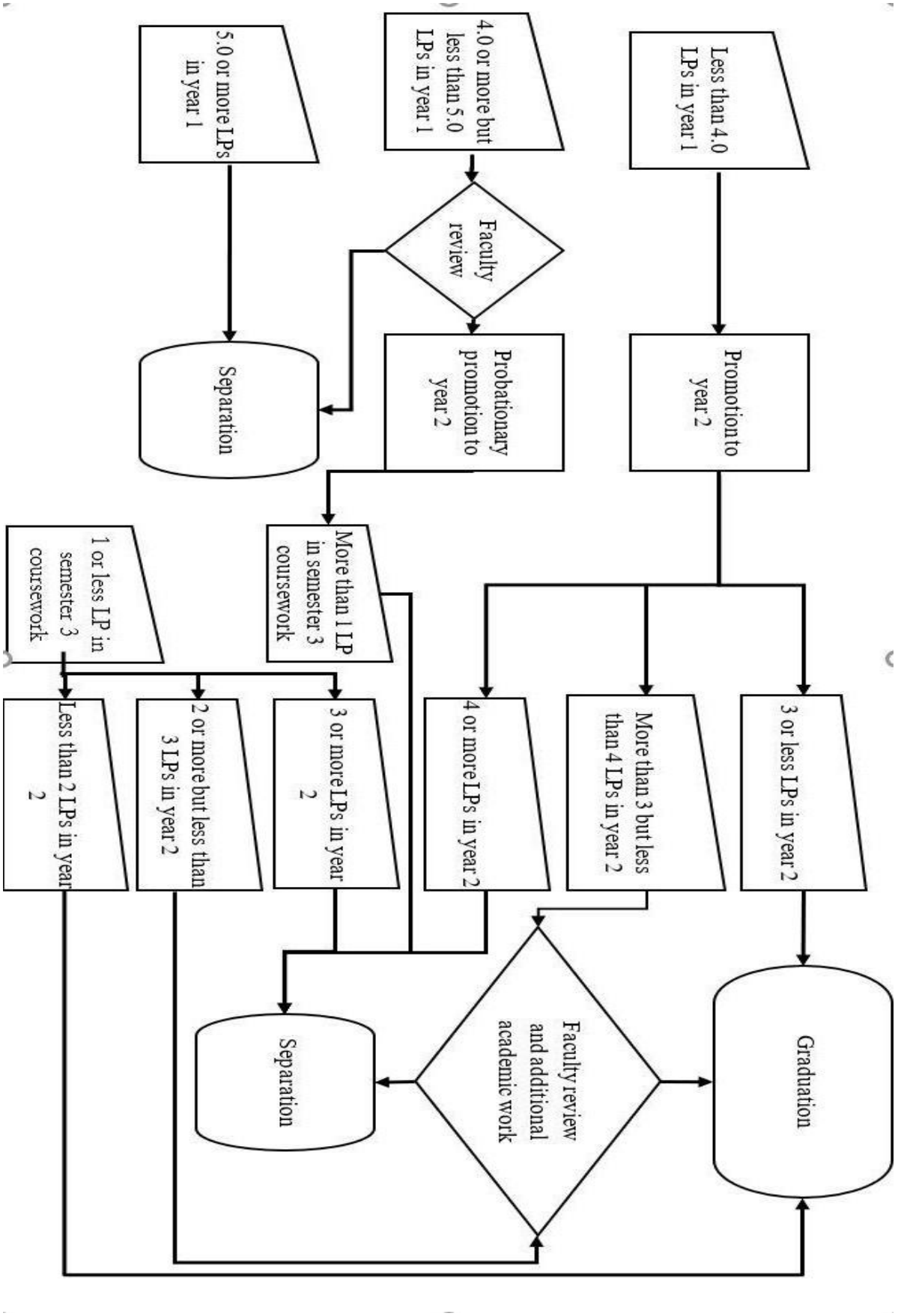
Name: _____ **Tel:** _____

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
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
More than 1 LP in semester 3 coursework
1 or less LP in semester 3 coursework
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 organizations. It is also useful for successful entrepreneurs who want to bring more structure and organization 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 specialization 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 online courses, contributing 9 credit hours towards the degree requirements, residence courses at LUMS, contributing 46.5 credit hours towards the degree requirements, satisfy EMBA project requirements contributing 6 credit hours and complete Globalization 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.

The 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 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 computers, 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 breakdown, 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 the 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 finalized

* **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 Globalization Module is an integral, seven to twelve days, component of the programme. It consists of sessions on globalization and cross-cultural management with academics, experts and technocrats, and visits 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 organization. The Project will entail doing strategic review of the organization/ 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 organizational 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 2023 – 2024

EMBA 2023 (1st Year)	
Module	**Dates**
Distance Learning Module – I	**August 15 – September 15, 2023 (Four Weeks)**
Registration + SOP	**September 01- 04, 2023 (Four Days)**
Module I (Business Fundamentals)	September 05-10, 2023 (Six Consecutive Days)
	September 23-24, 2023
	October 07-08, 2023
	October 21-22, 2023
	October 04-05, 2023
	November - 18-19, 2023
	December 02-03, 2023 (Final Exams)

Figure 2: EMBA Academic Calendar 2023-2024

EMBA 2024 (2nd Year)	
Module	**Dates**
Module IV (Law & Entrepreneurship)	September 02-03, 2023
	September 09-10, 2023
	September 23-24, 2023
	October 07-08, 2023
	October 21-22, 2023
	November 04, 05, 2023
	November 10, 11 & 12, 2023
	November 18-19, 2023
	December 02-03, 2023
	December 16-17, 2023 (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><td colspan="6">First Year</td></tr>
<tr><td>Distance Learning Module I</td><td>Module I Business Fundamentals</td><td>Distance Learning Module II</td><td>Module II Managing Operations and People</td><td>Distance Learning Module III</td><td>Module III, Cost Value, and Innovation Management</td></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></td><td></td><td>Managing People</td><td></td></tr>
</table>

Spread Sheet Modelling	Marketing Management				Managerial Accounting & Control Systems

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	Islamic Ethics and Corporate Governance
	Corporate Finance	Leading Organization
		Markstrat 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	**3.0**
12	Corporate Finance	**3.0**
13	Business Strategy	**3.0**
14	Islamic Ethics	**1.5**
15	Corporate Governance	**1.5**
16	Leading Organizations	**3.0**
17	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 or more but less than 7 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 an NMF (National Management Foundation) gold medal.

4.9 Deferral and Withdrawal

A participant admitted to the Programme[3] 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 2 years after the original expected graduation date.
Participants who defer to a later module will be subject to a fee in effect at the time they re-join the Programme.

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

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

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 participants 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.

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 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 students 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.

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 besides 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 the 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.

Useful Contacts		
Designation	**Name**	**Email ID**
Programme Director	Dr Shakeel Sadiq Jajja	ssj@lums.edu.pk
Deputy Programme Director	Dr Ghulam Ali Arain	ghulam.arain@lums.edu.pk
Assistant Manager-Programme Coordination Office	Khurram Janjua	khurram.janjua@lums.edu.pk
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:

- carrying out a strategic review of an organization and its environment,
- identifying a major issue (/problem) faced by the organization, and
- 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 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.

The SDSB-LUMS offers Master of Science (MS) degree programme in six disciplines:

1. Healthcare Management and Innovation (MS HMI)
2. Technology Management and Entrepreneurship (MS TME)
3. Business and Public Policy (MS BPP)
4. Financial Management (MS FMG)
5. Accounting and Analytics (MS ACTA)
6. Supply Chain and Retail Management (MS SCRM)

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.

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, the right attitude and highly motivated participants for its successful implementation.

Blended Learning at SDSB

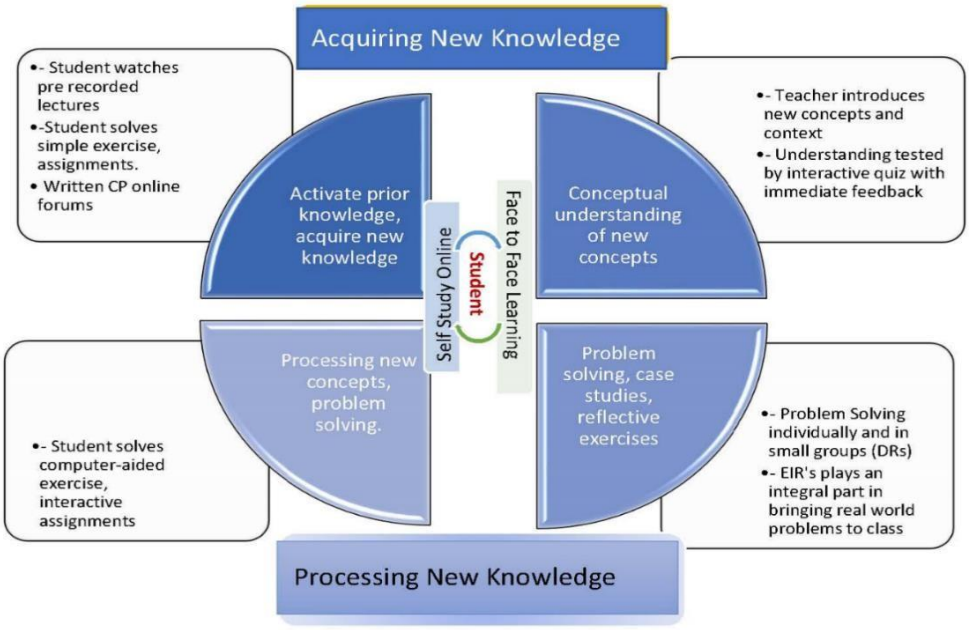
To meet the challenges of expansion and for catering individual student needs SDSB is continuously adopting new technologies and exploring new paths to reach the goal of quality educational opportunities for all. Active learning principle is used while designing the holistic blended learning methodology model to teach and learn at SDSB for the MS programmes. The programmes aim 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:

- **Academic success:** To Improve Learning
- **Linkages:** Improve connection between theory and practice
- **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 preparation before 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 and insights, the overall understanding of the topic is enhanced, the 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 and 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 experiences 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 learned 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 case analysis students are also expected to pay attention to elements of style such as grammar, spelling, 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 each) 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 a 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 and can also refuse further continuation of the programme for such students.

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 Blended Learning & Methods
- Business Ethics

- Interpersonal Skills
- Pakistan and Business
- Introduction to Business Maths
- Introduction to Business Statistics
- Introduction to Data Analysis

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

5.4 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 an 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.

5.5 MS Programme Details

5.5.1 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 healthcare, 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

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

Goal # 2: Understanding complexity of healthcare systems

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

Goal # 3: Leading innovation in healthcare

- Students will be able to identify opportunities for innovation in healthcare.
- Students will demonstrate understanding of designing and implementing a healthcare innovation.
- 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:

- To meet the public and non-profit sectors' demands for a well-educated and well-trained workforce to "serve the critical needs of society".
- By "influencing practice and policy" in the healthcare sector through field research projects.
- 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 a strong transdisciplinary character in 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 are dedicated to the business cores. HMI specialization courses comprise of 15 credits and the field thesis comprises 6 credit hours.

Business Core Courses

Business core courses are designed to give students a grounding in basic management concepts.
The courses included are listed below:

1. Applied Data Analysis
2. Financial Management and Accounting
3. Business Economics
4. Organizations and Leadership
5. Marketing Management

Specialization Courses

HMI specialization courses are designed to give students an in-depth understanding of the health sector and equip them with various skills/tools to fulfill the programme's mission of creating a sustainable and equitable healthcare system. Typical full- or half-semester specialization courses include Health Systems Management, Healthcare Policy, Politics and Law, Innovation and Entrepreneurship in Healthcare, and Healthcare Operations Management, etc.

Field Thesis

The purpose of the field thesis is twofold:

1. to use skills and concepts learned in the classroom; and,
2. to stand out as capable graduates with demonstrated competence to craft workable solutions.

5.5.2 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

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

Goal # 2: Leading Digital Transformations

- Students will master the Technical Skills needed to Director organizations in the digital age.
- 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.
- 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

- 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.
- 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 programme's objective is to provide strong interdisciplinary character from the areas of business management, entrepreneurship, analytics, and technology. To accomplish this, 12 credit hours are dedicated to the business core. TME specialization courses comprise of 12 credits and summer course(s) bearing 3 credit hrs. The field thesis comprises 6 credit hours.

Business Core Courses

Business core courses are designed to give students a grounding in basic management concepts. The courses included are listed below:

1. Applied Data Analysis
2. Financial Management and Accounting
3. Business Economics
4. Organizations and Leadership
5. Marketing Management

Specialization Courses

TME specialization courses are designed to give students an in-depth understanding of technology management and to equip them with various skills/tools to fulfill the programmes' mission of creating a sustainable and innovative digital transformation system in the true spirit of entrepreneurship. Typical full- or half-semester specialization courses include Tech-Entrepreneurship, Business Venture Proposal Writing, Technology, Design, and Innovation Management, and Technology and Operations Management, etc.

Field Thesis

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.

5.5.3 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

- 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

- Students will appreciate challenges in public policy and be able to contribute to policy debates.
- 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 a pool of experts:

- To meet public/non-profit sectors' demands for a well-educated and well-trained workforce to "serve the critical needs of society,"
- Understanding the local business context and linking it with national/international economic policies.
- Aware of overall processes/requirements of national organizations engaged in developing, proposing, and implementing policies.
- 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.
- To "influence practice and policy" through field research projects.

The programmes' objective is to provide strong interdisciplinary 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 are dedicated to the business cores. BPP specialization courses comprise of 15 credits and 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. The courses included are listed below:

1. Applied Data Analysis
2. Financial Management and Accounting
3. Business Economics
4. Organizations and Leadership
5. Marketing Management

Specialization Courses

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

full-semester or half-semester specialization courses include Policy Design and Delivery, Business and Government Relations, Firms, Markets and Public Policy, Policy Analysis and Communication, etc.

Field Thesis

The purpose of the field thesis is twofold:

- to use skills and concepts learned in the classroom; and,
- to stand out as capable graduates with demonstrated competence to craft workable solutions.

5.5.4 Master of Science in Financial Management (MS FMG)

The Master of Science in Financial Management (MS FMG) allows 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

- 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

- 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

- 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:

- Have a foundational understanding of finance and be able to take account of relationships between finance and other areas of business.
- Recommend courses of action in industrial client environments by using frameworks and models for analysing financial statements and other relevant data.
- Quantify the relation between risk and return and applications in financial activities.
- Choose and be proficient in applying financial tools and analytical methods to improve financial decision-making.
- 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.
- Understand the dynamic challenges faced by entrepreneurial ventures in securing and managing finances to support future growth and development.
- 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 interdisciplinary character from the areas of business economics and finance-related fields. Given that MS FMG combines these disciplines, they are all given proportionate weightage.

To accomplish this, 12 credit hours are dedicated to the business core. FMG specialization courses comprise 15 credits, and the field thesis comprises 6 credit hours.

Business Core Courses

Business core courses are designed to give students a grounding in basic management concepts. The courses included are listed below:

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

Specialization Courses

FMG specialization courses are designed to give students an in-depth understanding of financial management and to equip them with various skills/tools to fulfill the programme's mission of creating sustainable value. Typical full or half-semester courses include Corporate Finance & Valuation, Investments & Portfolio Management, Derivatives & Fixed Income, Entrepreneurial Finance and Venture Capital, etc.

Field Thesis

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.

5.5.5 Master of Science in Accounting and Analytics (MS ACTA)

The Master of Science in Accounting and Analytics provides students with the skills and knowledge to engender an advisory and strategic partner role focused on improving organization resource allocation and strategy implementation. 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, 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 the 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

- 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

- 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

- 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:

- Solve business problems using data-intensive business and accounting information.

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

Business Core Courses

Business core courses are designed to give students a grounding in basic management concepts. The courses included are listed below:

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

Specialization Courses

MS ACTA specialization courses are designed to give students an in-depth understanding of accounting and analytics and equip them with the ability to extract meaning from large datasets, analyze trends, adapt quickly to new technologies for data capture and presentation and communicate effectively in the age of rapid transmission. Typical full- or half-semester specialization courses include Applied Financial Statement Analysis, Business Analytics – Foundations, Information Systems – Design and Security, Analytics in Accounting and Control, Business Intelligence and Big Data Statistics, etc.

Field Thesis

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.

5.5.6 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

- Students will establish deep insights into the supply chain and retail management in modern enterprises.

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

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

Goal # 3: Internal and External Coordination for Decision Making

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

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

- 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

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

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

- 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:

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

Business Core Courses

Business core courses are designed to give students a grounding in basic management concepts. The courses included are listed below:

- Applied Data Analysis
- Financial Management and Accounting
- Business Economics
- Organizations and Leadership
- Marketing Management

Specialization Courses

MS SCRM specialization courses are designed to give students an in-depth understanding of supply chain and retail management and to equip them with the ability to extract meaning from large datasets, quickly analyze trends, adapt quickly to new technologies for data capture and presentation and communicate effectively in the age of rapid transmission. Typical full- or half-semester specialization courses include Operations and Supply Chain Strategy, Logistics Management, Supply Management, Retailing Strategy, and Operations, etc.

Field Thesis

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.

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 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:

- An initial exploration of the problems given by a partner organization or market analysis to identify innovation opportunities.
- Shortlisting of the problems and selection of problem of interest.
- Selection of tools: analytical, design, or strategic.
- A brief plan of the exploration with a comment on details about data and other sources.
- A clear research, execution, and writing plan.
- 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 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.

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 publicized.

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.

MS Programme Structure	Credit Hours
Fall Semester	
1. Applied Data Analysis	3.0
2. Financial Management and Accounting/ Financial Statement Analysis and Value Creation	3.0
3. Business Economics	1.5
4. Organizations and Leadership	1.5
5. Marketing Management	3.0
Total	**12.0**
Spring Semester	
1. Specialization Course I	3.0
2. Specialization Course II	3.0
3. Specialization Course III	3.0
4. Specialization Course IV	3.0
Total	**12.0**
Summer Semester	

1. Specialization Course V	3.0
Total	**3.0**
Field Thesis	**6.0**
Total Credit Hours of the Programme	**33.0**

Students who fail to complete the Field Thesis within the established timelines will be re-enrolled for next semester 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 MS Programme Structure

Every MS Programme is comprised of a total of thirty-three credit hours. One credit hour means twenty class sessions of two hours each in addition to five hours dedicated for mid-term and final exams (totalling an interaction of forty-five hours). The MS Programmes meets all the HEC guidelines and requirements.

The typical structure of the MS Programme is as follows:

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

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

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 withdrawing for any of the semester 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.

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 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 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 graduate 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.

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 in 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 on to the field thesis.

6.4 Attendance policy

Class attendance is a critical component of 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 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 the outline holding binding for all the students enrolled in that course. The faculty has the 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 courses 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.

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 the 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 to keep in view the timelines and not during the semester(s). The sessions missed (even approved by the OSA) will be included in the 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, the student may contact the 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 the final decision is shared with the course faculty and the student for information/implementation.

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 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.

b) Absences due to death in the family

If there is a death of an immediate family member (parents, children, and siblings), the student absences for three days are allowed. If there is a death of a close relative (grandparents, uncle, aunt, cousin, nephew, or niece) the student is 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, 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 2.50.

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 2.50 but the semester 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, it is mandatory for the student to maintain a CGPA of 2.50. Students who remain 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 accepting 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
    - Lie to or mislead a faculty member
    - Use improperly acquired information
    - Collaborate with others in an Unauthorized Manner
    - Misuse Data
    - Plagiarize
    - 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/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.

6.9.2 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.

- 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 separated on academic grounds and then readmitted are placed on academic probation for the rest of their stay at LUMS.
- The readmission fee is applicable as per the 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 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 the event 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 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.

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 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 the second semester 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, if they re-join again at the start of the second semester, all their earlier grades earned in the first semester, 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 the 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 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

The 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 TA(s) positions. 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 the 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 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. 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 Tanveer Shehzad	Associate Dean of Academic Programmes	tanveer.shehzad@lums.edu.pk
Dr Hassan Rauf Chaudhry	HMI Programme Director	hassan.rauf@lums.edu.pk
Dr Ussama Yaqub	TME Programme Director	ussama.yaqub@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 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 generally present to make important announcements or respond to exam-specific queries.

Following are the guidelines which students should follow:

- Students should be seated prior to the start of the exam.
- 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.
- In case of any medical issue, students should inform the invigilators at the beginning of the exam.
- 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.
- Cross-talking is strictly prohibited during the exam.
- Students may bring bottled water inside the exam venue. Otherwise, eating and drinking is not allowed in the auditoriums.
- Students are required to submit answer sheets, exam papers and other materials such as cases before they leave.
- Communication and electronic devices are not allowed inside the exam venue.
- 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 SDSB Placement Office (SPO) 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, SPO tailors it's 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.

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

First step is to register with SPO 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

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

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

SPO will provide 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 address better MS hiring needs including a dedicated website, online vacancy announcements, campus drives, alumni meetings and more.

The MS Students must register via the 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 for 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:

- LUMS Business Review
- LUMS Entrepreneurship Executive Club
- LUMS Finance Executive Club
- LUMS Global Management Executive Club
- LUMS HR Executive Club
- LUMS MBA Leadership Society
- LUMS MBA Marketing Club
- LUMS MBA Music Society
- LUMS MBA Sports Society
- LUMS MBA Tech Club
- LUMS MBA Women in Business

- LUMS Sales Club
- LUMS Supply Chain Management Executive Club
- 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 organization 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 is reflected 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 the 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 routines 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 programs 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 2.50 for continuation in both forms of the MS Economics degree program.

2.1 Requirements of the MS Economics Degree

2.1.1 MS Economics 1.5-Year Program

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 theses 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 a thesis are required to take 8 credits worth of economics 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 Program

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 Program

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 program. 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 program.

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 the 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 the 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 the 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 student's 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 an MS Thesis Committee

Under the guidance of the thesis supervisor, the student will prepare a detailed thesis research proposal in the 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 the 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 the 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/RegistrarOffice/default.aspx.
- The first part of MS thesis is displayed as zero credit course in which IP grade is assigned on successful completion. Students 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 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 Program. 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.
- Students who initially enroll in MS thesis but later choose to opt out of MS Thesis to adopt the "non-thesis" option must take two additional graduate-level elective 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 an F grade does not count towards earned credits but negatively affects the CGPA.

Note: As per HEC's policy, to qualify for equivalency to MPhil, it is mandatory that a student opts for the Thesis option. Also, in compliance with HEC's 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 the Office of the Registrar for record.

2.1.4 Academic Progress Time Limits

All MS Economics 1.5-year track students are expected to complete their program'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 Program

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 Program

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 program.

Through their self-service in Zambeel, the students may submit Graduation Audit Form (GAF) request to apply for convocation.

2.3 Separation and Readmission

2.3.1 Separation from the Program

Students who receive an **F** grade in a core course will be separated from the program. 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 program.

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, given 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 program.

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 the event 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 TAs. The number of available TA positions in a particular year depends on the 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

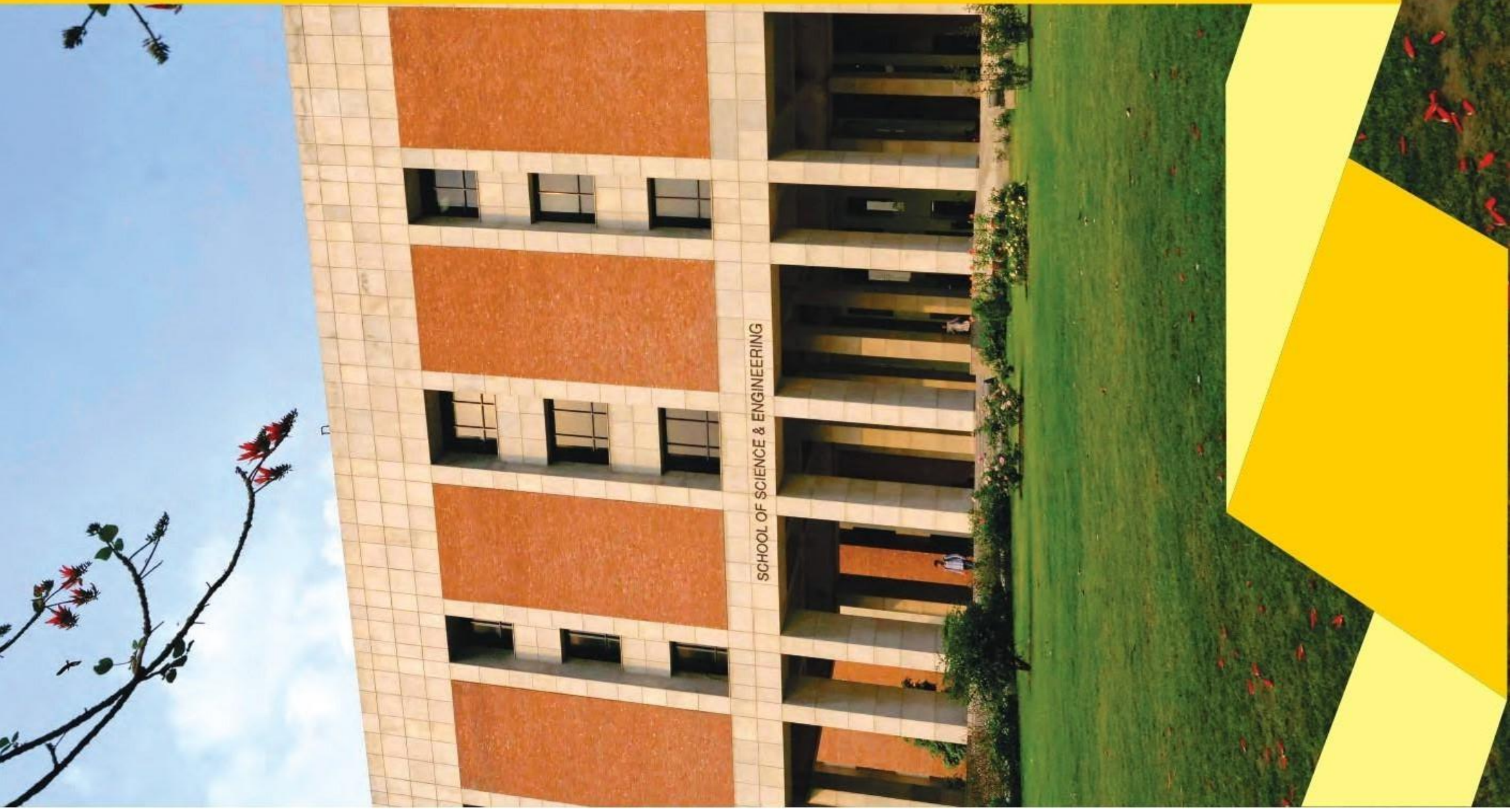
Full-time graduate students are not allowed to work more than 20 hours per week.

2.6 Grievance Resolution

Graduate students unsatisfied with a certain process, activity, decision or behavior are encouraged to bring it to the attention of the 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**
Associate Professor and Graduate Programme Director	Dr. Kashif Z. Malik	kashif.malik@lums.edu.pk
Associate Professor and Department Chair	Dr. Hadia Majid	hadia.majid@lums.edu.pk
Associate Professor and TA Coordinator	Dr. Mushtaq Khan	mushtaq@lums.edu.pk
Team Lead Programme Coordination Office	Salman Amin	salman.amin@lums.edu.pk
Programme Coordination Specialist	Maria Usman	maria.usman@lums.edu.pk
Programme Coordination Specialist	Fatima Kamran	fatima.kamran@lums.edu.pk

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 fifteen 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 (MS and PhD) students who are indeed the prime movers of our research mission.

The SBASSE currently offers MS degrees in biology, chemistry, computer science, electrical engineering, digital and embedded systems, power engineering and smart grids, mathematics, and physics while a programme in artificial intelligence is expected to be launched soon. Each programme comprises of 30 credit hours, spread over core and specialized courses. One of the distinguishing traits of our MS 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 MS 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, MS 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 spans seven disciplines, i.e. chemistry, chemical and environmental engineering, physics, biology, mathematics, electrical engineering, and computer science. 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 investigate 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 with support for their competing needs and can avail themselves of 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. Funding after the fourth year is not guaranteed but highly likely.

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.

Dr Muhammad Sabieh Anwar

Ahmed 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 MS and PhD programmes in a wide range of disciplines like biology, chemistry, chemical and environmental engineering, computer science, electrical engineering, digital and embedded systems, power engineering and smart grids, 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

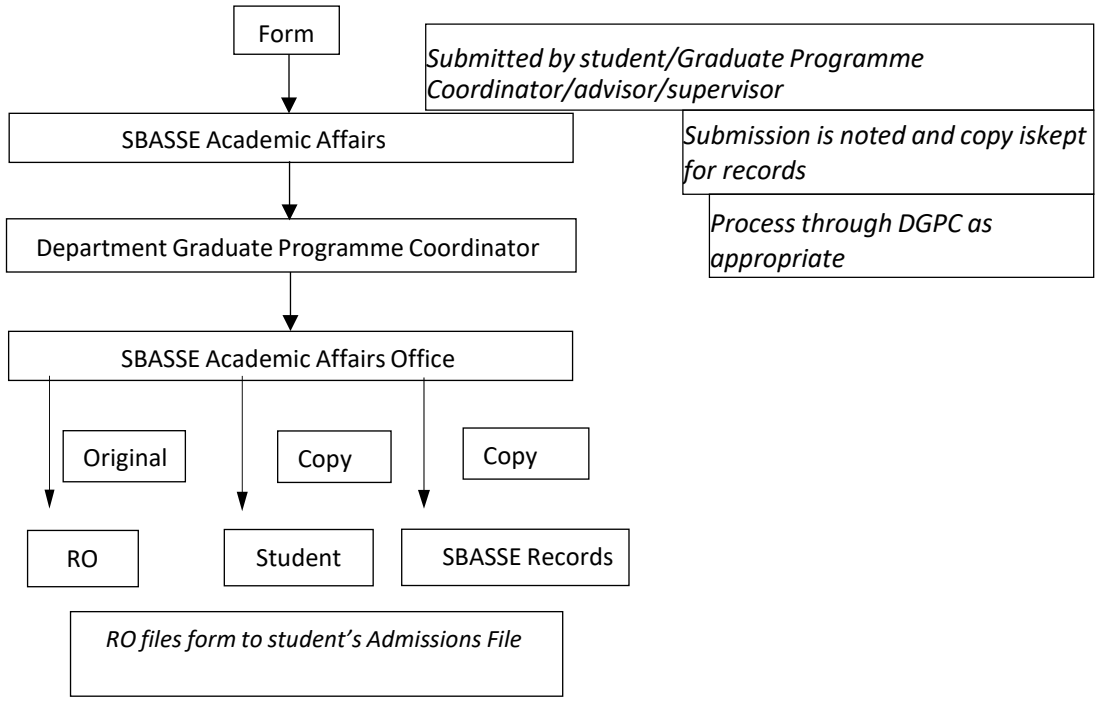
The SBASSE Academic Affairs Office is located in the Dean's Office area on the fourth fFloor of the SBASSE building. The Office helps graduate students deal with issues related to course enrolment. The Office also serves as a collection point for graduate student forms; students must submit filled forms to this office.

1.4.1. Routing Process for Graduate Forms

Graduate students are required to file several forms pertaining to various routines 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 a possible extension of two years. To maintain full-time status, agraduate student must enroll in a minimum of six credit hours 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, Digital and Embedded Systems (DES), Power Engineering & Smart Grids (PESG), Physics, and Mathematics. The MS in Mathematics programme is co-designed by the Abdus Salam International Centre for Theoretical Physics (ICTP) in Trieste, Italy and under the International Maths Masters (IMM) scheme.

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 Programme 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 an 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 the second part of MS Thesis is not possible without passing the proposal defense.
2. The result of the first part of MS Thesis is IP or 'F'. IP is assigned in case of satisfactory performance. Students are 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 coursework.

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 ofsuccessful 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 secondpart 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 for 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 unable to successfully complete the MS Thesis requirements according to his supervisor buthas been judged to have put in best effort making thesis research a valuable learning experience, then the MS Thesis (6 credit hours) can be converted into "MS Project (3 credit hours), and the remaining 3 credit hours can becovered by taking a graduate-level course. According to the 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 toopt out of MS Thesis to adopt the "non-thesis" option must take two additional graduate-level courses totalling 6 credit hours.

In the case of MS Thesis conversion into MS Project, if the conversion is done in first semester of thesis, then MS Thesis is dropped, and the student is enrolled in MS Project. If the conversion is done in the second or subsequent semester (as applicable), then "W" grade is awarded in MS Thesis I. MS thesis II is dropped andMS project is enrolled.

In the case of MS Thesis Conversion into MS by Coursework in any semester, W grade is assigned to MS Thesisin that particular semester. The student can enroll in a course in the subsequent semester.

The MS Project is graded as Pass or Fail. All project work must be completed within the maximum time limit 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 the Thesis. Also, in compliance with 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 an 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
		BIO 5311	Biostatistics	3
5		BIO 611	Cell Signaling	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 524	Evolution	3
9		BIO 527	Plant Biotechnology	3
10		BIO 532	Network Biology	3
11		BIO 534	Topics in Systems Biology	3
12		BIO 535	Protein Informatics	3
13		BIO 536	Computational Genomics	3
14		BIO 5112	Plant Physiology	3
15		BIO 503	Critical Thinking, Scientific writing, and Ethics	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 codeprefixes:
CS 52X (Architecture)
CS 57X (Networks)
CS 58X (Distributed Systems)
fulfils the core courserequirement 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 codeprefix:
CS 56X (Software Engineering) fulfils the core course requirement for SoftwareEngineering stream.

Examples:
CS 561 Human ComputerInteraction
CS 569 Design Patterns &Refactoring
CS 567 Software Reuse
CS 560 Distributed SoftwareSystems 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 rowspan="2">Elective Courses</td><td colspan="2" rowspan="2">Students may take electives from withinone 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 ofThings
CS 678 Topics in Internet Research</td><td>Examples:
CS 664 Software Engineeringfor Smart Grids
CS 666 Topics in InteractiveComputing</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 the following MS degrees *with Thesis or Project* as well as *with course-work-only* options:

1. MS Electrical Engineering (EE)
2. MS Digital and Embedded Systems (DES)
3. MS Power Engineering & Smart Grids (PESG)

2.2.4.1. MS Electrical Engineering (EE)

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

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.

Degree Requirements for Different Streams

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 the Independent Study/MS Project will be an approved report and a presentation.

Table 1. MS in Electrical Engineering - Course requirements for specialization in Signals, Communicationsand Intelligent Systems Stream

Sr. #	Categories	Course Code	Course Name	Credit Hours
1	Core Course requirement for the Stream: Any three from Sr No. 3-11 along with EE564/EE515	EE 564 Or EE 515	Stochastic Systems Or Applied Probability	3
2		Any three courses from the courses listed below		
3		EE 511	Advanced Digital Signal Processing	3
3		EE 560	Linear System Theory	3
4		EE 561	Digital Control Systems	3
5		EE 570	Digital Communication Principles	3
6		EE 572	Wireless Communications	3
7		EE 563	Convex Optimization	3
8		EE 471	Computer Networks*	3
9		EE 583	Network protocols & Performance	3
10		EE 512	Digital Image Processing	3

11		EE 579	Advanced Digital & Wireless Communication Technologies	3
12		EE 509A	MS Thesis-I	3
13		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.				
14	Elective Courses in the Steam: Two courses from Sr. No. 14-18	Any course with code EE 51X/61X		3
15		Any course with code EE 56X/66X		3
16		Any course with code EE 57X/67X		3
17		Any course with code EE 58X/68X		3
18		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 andEmbedded Systems Stream

Sr. #	Categories	Course Code	Course Name	Credit Hours
1	Core Course requirement for the Stream: Any three from Sr. No. 1-5)	EE 421	Digital Systems Design*	3
2		EE 522	Embedded Systems	3
3		EE 523	VLSI Design	3
4		EE 520	Computer Architecture	3
5		EE 527	Mixed Signal Design	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 Steam: Three courses from Sr. No. 8- 11	Any course with code EE 52X/62X		3
9		Any course with code EE 53X/63X		3
10		Any course with code EE 57X/67X		3
11		Any course with code EE 58X/68X		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 gradescan 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 Steam: 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	Power System Operation and Control	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 Steam: Any three courses from Sr. No. 6-13	EE 453	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
Remaining credit hours can be completed by taking any EE graduate course or other courses as defined inthe 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).				

2.2.4.2. MS Digital and Embedded Systems (DES)

The student pursuing MS degree in Digital and Embedded Systems is required to complete 30 credithours by taking core courses, major electives, and application electives as listed in the Table below.

Table 5. Course requirements for MS in Digital and Embedded Systems

Sr. #	Categories	Course Code	Course Name	Credit Hours
1	Core Course requirement for the Stream	EE 421	Digital Systems Design*	3
2		EE 522	Embedded Systems	3
3		EE 523	VLSI Design	3
4		EE 520	Computer Architecture	3
5	Major Electives: Two courses	Any course with code EE 52X/62X		3
6	Application Electives: Two courses from Sr. 6 to 8	Any course with code EE 51X/61X		3
7		Any course with code EE 56X/66X		3
8		Other GPC-Approved EE/DES Courses		
The remaining 6 Credit Hours can be completed as MS with Thesis Option: 6 Credit Hours Thesis MS with Project Option: 3 Credit Hours MS Project and 3 Credit Hours (1course) Major Electives Course MS with Course Work Option: 1 Major Electives Course and 1 ApplicationElectives Course				

**Students who have already taken Digital Systems Design during their undergraduate studies with good gradescan ask for a waiver from the course instructor. These students would have to take an additional elective from the table.*

2.2.4.3. MS Power Engineering & Smart Grids (PESG)

The student pursuing MS degree in Power Engineering & Smart Grids is required to complete 30 credit hours by taking core courses and major electives as listed in the Table below.

Table 6. Course requirements for MS in Power Engineering & Smart Grids

Sr. #	Categories	Course Code	Course Name	Credit Hours
1		EE 555	Renewable Energy Systems	3
2		EE 5512	Power System Operation and Control	3
3		EE 453	Power Systems Protection and Stability	3
4		EE 576	Smart Grid Technology and Applications	3
5		EE 557	Electricity Markets	3
6	Major Elective Courses in the Steam: Any two courses from Sr. No. 7-16	EE 558	Battery Energy Storage Systems	3
7		EE 552	Power Electronics	3
8		EE 561	Digital Control Systems	3
9		EE 553	High Voltage Engineering	3
10		EE 554	Modelling and Control of Electric Machine Drives	3
11		CS 664	Software Engineering for the Smart Grids	3
12		EE 514	Machine Learning	3
13		EE 55x	Advanced Power Systems	3
14		EE 454	Power System Planning	3
15		EE 5612	Socio-ecological Systems and Sustainability	3
16		EE 563	Convex Optimization	3
The remaining 6 Credit Hours can be completed as MS with Thesis Option: 6 Credit Hours Thesis MS with Project Option: 3 Credit Hours MS Project and 3 Credit Hours (1 course) MajorElectives Course MS with Course Work Option: 2 Major Electives Courses				

2.2.5. Department of Mathematics

The Department of Mathematics at the SBASSE offers a Master of Science (MS) degree in Mathematics, which is now called the LUMS International Masters in Mathematics programme (IMM-LUMS) in partnership with the Abdus Salam International Centre for Theoretical Physics (ICTP), Italy. Upon completion, students will get the IMM certificate endorsed by the ICTP along with a Master's degree from LUMS.

Students are required to complete an MS thesis for the award of MS degree. The coursework covers a breadth of the most fundamental areas within Mathematics in a rigorous fashion. Students also havethe flexibility to pursue up to two elective courses of their interest from other departments. The admitted students who are fully funded will be required to do at least two TA-ships during the courseof the program. The programme structure communicated by the Graduate Programme committee to the admitted students, such as enrollment in core courses and timing of the TA-ships etc., needs to be strictly followed.

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 both the thesis and 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
* Required only if the MS by thesis options is chosen.				
1	Elective Core	PHY 535	Advanced Condensed Matter Physics	3
2		PHY 5313	Atomic and Laser Physics	3
3		PHY 539	Introduction to Quantum Field Theory	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.				
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 552	Particle and Nuclear Physics	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 as “Electives” towards partial fulfillment of the requirements of the MS course-work credit hour.

2.2.6.2 Physics: Elective courses from SSE

Students can take two 400 or above level graduate courses that are relevant to Physics as “Electives” fromwithin SSE with the written approval of DGPC. However, the total number of 400 level courses that can count towards graduation 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. Students 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 can 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 obtaina minimum semester GPA of 3.00. They are required to maintain a minimum CGPA of 2.50thereafter 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 the event 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, Chemical and Environmental Engineering, 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 the 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 with 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 a 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 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 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. Students 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 PhD 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 is the initiating supervisor, they must recuse themselves 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 for 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 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 the 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 the approval of the DGPC. The composition of this committee can remain constant throughout the course of study or may be changedin consultation with the PhD supervisor and approval of the DGPC. This committee is expected to meet thestudent 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, whichif 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 wellas 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 PhDcommittee approves the list of reviewers. The final decision as to which international reviewers tocontact 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. The 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/herthesis based on the reviewers' feedback and resend the revised version back, if necessary. At leasttwo 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 candidatecannot 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 submits 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 oraldefense. Members of FDC may request changes before approving the PhD thesis. The FDC membersare required to provide adequate feedback on the thesis draft as early as possible, and no later thanone 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 are 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 with 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. For the award of PhD degree, a student must have published at least one paper in an indexed and reputable journal (of X category or above). Individual departments may have additional PhD publication requirements.

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 must 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
10. of two 'positive' reviews as determined by the majority vote of the FDC.
11. 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. The 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 a leave of absence is initiated by the academic advisor and is subject to approval of the DGPC.

A student can apply for leave by filling in 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 students and the DGPC know the impact of the leave in terms of graduation delay. For example, a leave for one semester may delay 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 two-year duration ofthe 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). **The 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 courseworkdone 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 transfercourse(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 the 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 the 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 copyof the transcript from the University where these courses were taken.

Students may apply for transfer of credit 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 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. Ghayoor Abbas	ghayoor.abbas@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
Life Sciences		
Department Chair	Dr. Safee Ullah Chaudhary	safeeullah@lums.edu.pk
Department Graduate Programme Coordinator	Dr. Muhammad Tariq	m.tariq@lums.edu.pk
Department Coordinator	Iqra Manzoor Qadir	iqra.manzoor@lums.edu.pk
Chemistry and Chemical Engineering		
Department Chair	Dr. Irshad Hussain	ihussain@lums.edu.pk
Department Graduate Programme Coordinator	Dr. Falak Sher	fsher@lums.edu.pk
Department Coordinator	M. Farooq Usman Ali	usman.farooq@lums.edu.pk
Computer Science		
Department Chair	Dr. Basit Shafiq	basit@lums.edu.pk
Department Graduate Programme Coordinator	Dr. Zafar Ayyub Qazi	zafar.qazi@lums.edu.pk
Department Coordinator	Afaq Ahmed Butt	Afaq.butt@lums.edu.pk
Electrical Engineering		
Department Chair	Dr. Momin Uppal	momin.uppal@lums.edu.pk
Department Graduate Programme Coordinator	Dr. Zubair Khalid	Zubair.khalid@lums.edu.pk
Department Coordinator	Anam Aftab	anam@lums.edu.pk
Mathematics		
Department Chair	Dr. Imran Anwar	imran.anwar@lums.edu.pk
Department Graduate Programme Coordinator	Dr. Haniya Azam	haniya.azam@lums.edu.pk
Department Coordinator	Maryam Amir	maryam.amir@lums.edu.pk
Physics		
Department Chair	Dr. Adam Zaman	adam.zaman@lums.edu.pk
Department Graduate Programme Coordinator	Dr. Rizwan Khalid	rizwan_khalid@lums.edu.pk
Department Coordinator	Muhammad Arshad Maral	arshad.maral@lums.edu.pk

Syed Ahsan Ali & Syed Maratib Ali School of Education (SOE)

SYED AHSAN ALI & SYED MARATIB ALI SCHOOL OF EDUCATION

Dean's Message



During the 2022-23 academic year, there was a return to normalcy after a period of Covid-induced hybrid learning. Throughout this time, the Syed Ahsan Ali and Syed Maratib Ali School of Education (SOE) has successfully fostered a compassionate community of inquiry and support while also maintaining a commitment to academic excellence.

In the academic year 2022-23, we welcomed the 2nd cohort for our Executive MPhil Education Leadership and Management (ELM). Our inaugural Executive Cohort and Fourth cohort of Standard MPhil is ready to graduate in June 2023. Through the final semester practicum, students were embedded in a semester-long 'residency' rooted in field-based research. Groups of students were placed in 20 educational organizations with impact to work on a 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.

Along with the Policy, Politics and Governance minor that was launched in Fall 2021, we launched a minor in Curriculum and Instruction for Fall 2022, which across two minors at SOE, undergraduate students got the opportunity to engage in education and aims at providing students with the opportunity to develop skills for course design, lesson planning, course delivery and assessment of student learning. Through multiple diverse and innovative undergraduate courses offered and broaden their understanding of foundational issues such as education and social justice, teaching and learning, and education policy and practice. This year we have launched another minor stream focused on Inclusive Education. A joint undergraduate Major in Education with Management is also in the pipeline.

SOE is rapidly growing. Our professional development and policy wing has been actively working on developing new executive trainings, short courses and applying for policy grants and bids. During last year, the school has launched 12 training programmes including 9 workshops and 4 bespoke training programmes training 200+ educators across public, private and social sector schools over the course of Fall semester up until March 2023. SOE has also partnered with organizations such as Malala Fund, British Council and EdKasa, working on various research and development projects. Our Faculty has also been involved in multiple research projects catering to different areas of educational research over the years. This year more faculty joined SOE in permanent and adjunct positions, adding to what SOE has to offer.

The SOE Career Placement Programme in its fourth year, has allowed students to undergo a comprehensive, skills-based professional training. In February 2023, our students got the opportunity to polish their interview skills through 'mock interviews' with industry specialists – providing them critical feedback on interview structure, style and communication style.

We at SOE, have actively worked with educators, researchers, policymakers and other strategic stakeholders to catalyze 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 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 2023-2024, the Dean will constitute the committee in Fall 2023. 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 23-24.

1.3. Routing Process for Graduate Students

Graduate students will be required to file several forms pertaining to various routines 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 514 Effective Assessment Practices	3 credits
EDU 522 Inclusive Education: Rethinking the Other	3 credits
EDU 523 Cognition and Computers	3 credits
EDU 524 Teacher Education: Comparative and Critical Perspectives	3 credits
EDU 542 Entrepreneurship and Design Thinking in Education	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 615 What does it mean to 'be educated'?	3 credits
EDU 616 Arts-Based Research: Exploring Creative Practices in Educational Inquiry	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
EDU 650 International and Comparative Education: Political Economy and Policy Perspectives	3 credits
EDU 662 Impact Evaluation Methods in Education	
CS 5613 Human Computer Interaction Design	3 credits
MBA 6060 Managing Workplace Diversity	3 credits (1.5 each)
MBA 6324 Strategic Management of Non-profit Enterprises	

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 513 Effective Assessment Practices	3 credits
EDUX 522 Teacher Education: Comparative & Critical Perspectives	3 credits
EDUX 523 Curriculum Review and Design	3 credits
EDUX 524 Inclusive Education: Rethinking the Other	3 credits
EDUX 525 Cognitions and Computers	3 credits
EDUX 552 Education for Sustainable Development	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.

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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 educational 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 the 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, the 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 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 based on 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 can 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 based on 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 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.

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 basis. 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.

4.9.4. Readmission Conditions

- The courses with B- and above grades are being awarded credits upon readmission to the programme.
- 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 i.e., 3 years from the original date of joining the programme.
- 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.

4.9.5. Online Clearance Process after Withdrawal or Separation

For details, please see **"Online Clearance"** in "Finance and Accounts" under the 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 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
Senior Academic Coordinator	Arslan Sajid	arslan.sajid@lums.edu.pk
Education Specialist-Academic Programmes	Arslan Abdullah	arslan.abdullah@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: https://www.hec.gov.pk/english/services/students/DAS/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 always striven 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 support 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. External Scholarships
    1.3.1 ADB-Japan Scholarship Programme
    1.3.2 MCB-Student Personal Loan
1.4. Women Scholarships

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, their family, and the institution. We at LUMS gear all our efforts towards assisting as many students as possible within our limited resources. Financial assistance is offered to students with demonstrated financial 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 within a 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 an immediate basis.

Note: Students may opt to repay full, or a part of the loan amount disbursed during the study tenure or after graduation.

1.2. Merit Scholarships

Merit Scholarship is a form of gift and is not required to be repaid. LUMS provides Merit Scholarships 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.

For the 1st year, merit scholarship is awarded in the form of a:

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 award covers 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 will be awarded Merit Scholarships, based on their academic performance.

Note:

1. **In case a student qualifies for both financial aid award and merit scholarship, their merit award will be adjusted accordingly.**
2. **All these awards are for One (1) year only and cannot be carried forward to subsequent year(s).**

1.3. External Scholarships

1.3.1 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

1.3.2 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.

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 women admitted to any graduate master's programme at SDSB will be awarded a 50% tuition-fee waiver.

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:

2.1 LUMS Need-Based Interest-Free Loans
2.2 Merit Scholarships
2.3 Women Scholarships

2.1. LUMS Need-Based Interest-Free Loans

Financing a student's education is a commitment involving the student, their family and the 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 financial 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 within a 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 an immediate basis.

Note:

1. **For students on need-based financial assistance i.e., from 20% to 100%, financial aid will be provided for 1 repeat course only for the entire degree programme.**
2. **Students may opt to repay full, or part of the loan amount disbursed during the study tenure or after graduation.**

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 (3) applicants based on the LUMS admission evaluation ranking.

Note:

1. **In case a student qualifies for both financial aid award and merit scholarship, their merit award will be adjusted accordingly.**
2. **Students who are on Merit Scholarship, will not be provided financial support for any repeat courses.**
3. **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 MBA Programme of the Business School. All women admitted to any graduate master's programme at SDSB will be awarded a 50% tuition-fee waiver.

3. Executive MBA Programme

The LUMS Executive MBA (EMBA) offers more than just a degree as it connects students with the most relevant industry leaders in Pakistan allowing for an interdisciplinary and cross-cultural learning experience.

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 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 women admitted to any graduate master's programme at SDSB will be awarded 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 1.3.2 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 Need-Based Interest-Free Loans
4.2. Merit Scholarships
4.3. Four Basic-Sciences Awards (FBS Award) only for SBASSE

4.1. LUMS Need-Based Interest-Free Loans

Financing a student's education is a commitment involving the student, their family and the institution. We at LUMS gear all our efforts towards assisting as many students as possible within our limited resources. Financial assistance is offered to students with demonstrated financial 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 within a 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 an immediate basis.

Note:

1. **If the financial aid is awarded for the entire degree programme of SBASSE, it will cover 36 CHs.**
2. **Students may opt to repay full, or a part of the loan amount disbursed during the study tenure or after graduation.**

4.2. 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. 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 merit scholarship, their merit award will be adjusted accordingly.**
2. **In case a student qualifies for merit scholarship for the entire degree programme for SBASSE, it will cover 36 CHs.**
3. **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 flat subsidy on tuition fee.

Note: In case a student qualifies for LUMS Interest-free loan, FBS Award will be adjusted in their 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 all programmes is purely on merit and independent of students' ability to pay the related tuition fees.

Following are the financial aid options offered:

- **5.1.** LUMS Need-Based Interest-Free Loans
- **5.2.** Merit Scholarships
- **5.3.** MCB- Student Personal Loan (SPL)

5.1. LUMS Need-Based Interest-Free Loans

Financing a student's education is a commitment involving the student, their family and the institution. We at LUMS gear all our efforts towards assisting as many students as possible within our limited resources. Financial assistance is offered to students with demonstrated financial 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 within a 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 an immediate basis.

Note: Students may opt to repay full, or a part of the loan amount disbursed during the study tenure or after graduation.

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 merit scholarship, they will receive the higher aid benefit.

5.3. MCB Student Personal Loans (SPL)

LUMS has an arrangement with MCB to provide educational loans to SOE students. Kindly refer to point 1.3.2 for further details.

6. Executive MPhil Education Leadership and Management Programme

This Programme will enable applicants to lead changes 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 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 1.3.2 for further details.

For further detail on financial aid available for graduate programmes, please visit the link https://financial-aid.lums.edu.pk/graduate-financial-aid.

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 about pursuing their academic careers in the PhD Management programme. Working professionals are encouraged to apply.

When To Apply for Financial Aid

First Year

If an applicant wishes to apply for financial aid, they need to express their consent by checking the box at the end of the "Biographical Information" section of the Online Admissions Application.

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. 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 need to provide an updated information on their family financials in case of any positive/negative change and get their financial aid readjusted.

Financial Aid Reconsideration based on 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. Adherence to the deadline specified by the Office of Financial Aid is mandatory, otherwise, the application may not be considered for evaluation.

Fee Instalments and Deadline Extensions

Requests for Fee Instalment 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, at the navigation given below, during the fee payment period.
Log into Zambeel >> Self-Service >> Apply Fee Extension/Instalment

Student Support Services by OFA

Applying for financial aid can be an overwhelming experience. However, we at OFA are with you every step of the way and encourage you to reach out to us for assistance or clarification. If you face difficulty in understanding any part of the application, and/or want to discuss any facet of your case, you can approach us through the following available resources.

- **Live Web Chat:** which is provided at the lower-right corner of the application and is available during office hours from October to April.
- **Helpdesk:** available at helpdeskofa@lums.edu.pk, which serves as a one-stop-shop for any detailed queries that you might have.

- **In Person Meeting:** that can be set up with a financial aid representative from Monday to Friday within office hours. To schedule a meeting, please fill in the Appointment Form.

OFFICE OF FINANCE

The Finance Department handles all financial matters related to the Account Receivables, Account payables, Taxation, Treasury, Financial Reporting, Budgeting & Planning.

Accounts Receivable/Student Financials Team specifically deals with financial matters pertaining to the student's 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.
- 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
    - MS Digital and Embedded Systems

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 a 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 2023-24 has already been shared with the students at the time of admission through fee information document.

Particulars	Fall-2023 PKR	Spring-2024 PKR	Total PKR
Tuition Fee	**692,020**	**692,020**	**1,384,040**
Admission Fee	142,540	-	142,540
Registration Fee	40,770	40,770	81,540
SOP	32,530	-	32,530
Reading Material	31,870	31,870	63,740
General Security	51,000		51,000
Sub Total Other Fee	298,710	72,640	371,350
Per Semester Fee	**990,730**	**764,660**	**1,755,390**

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 2023-24 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	**516,910**	**516,910**	**516,910**	**1,550,730**
Admission Fee	142,540	-	-	142,540
Registration Fee	32,430	32,430	32,430	97,290
Reading Material	35,550	35,550	35,550	106,650
General Security	51,000	-	-	51,000
Sub Total Other Fee	**261,520**	**67,980**	**67,980**	**397,480**
Per Semester Fee	**778,430**	**584,890**	**584,890**	**1,948,210**

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 2023-24 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

Particulars	Year 1			Total Year-I Fee
	Fall - 2023	Spring - 2024	Summer - 2024	
	PKR	PKR	PKR	PKR
Tuition Fee	**615,130**	**615,130**	**153,780**	**1,384,040**
Admission Fee	142,540	-	-	142,540
Semester Registration	30,580	30,580	30,580	91,740
Reading Material	28,329	28,329	7,082	63,740
General Security	51,000	-	-	51,000
Sub-total - Other Fee	**252,449**	**58,909**	**37,662**	**349,020**
Per Semester Fee	**867,579**	**674,039**	**191,442**	**1,733,060**

MS – Accounting & Analytics
MS – Supply Chain Management
MS – Health Management and Innovation

Particulars	Year 1			Total Year-I Fee
	Module 1	Module 2	Module 3	
	PKR	PKR	PKR	
Tuition Fee	**461,347**	**461,347**	**461,347**	**1,384,040**
Admission Fee	142,540	-	-	142,540
Semester Registration	30,580	30,580	30,580	91,740
Reading Material	21,247	21,247	21,247	63,740
General Security	51,000	-	-	51,000
Sub-total - Other Fee	**245,367**	**51,827**	**51,827**	**349,020**
Per Semester Fee	**706,713**	**513,173**	**513,173**	**1,733,060**

Furthermore, LUMS website can also be referred 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 : August 23, 2023 (Returning Students)
Spring Semester : December 15, 2023
Summer Semester: June 05, 2024

All above mentioned payment deadlines are tentative and subject to change, and the final dates will be communicated to the students at a later stage.

EMBA Module:

Payment timeline dates will be communicated to the students at a later stage.

SDSB provides students with an option of deferment to students as per the deferment policy given at the end of this section. The concerned student must be incompliant with the deferment policy while applying for deferment.

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 2023-24 has already been shared with the students at the time of admission through fee information document.

Particulars	Fall-2023	Spring-2024	Total
	PKR	PKR	PKR
Tuition Fee	**334,900**	**334,900**	**669,800**
Admission Fee	122,350	-	122,350
Registration Fee	38,990	38,990	77,980
General Security	51,000	-	51,000
Sub Total Other Fee	**212,340**	**38,990**	**251,330**
Per Semester Fee	**547,240**	**373,890**	**921,130**

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 2023-24 has already been shared with the students at the time of admission through the fee information document.

Particulars	Fall-2023	Spring-2024	Total
	PKR	PKR	PKR
Tuition Fee	**334,900**	**334,900**	**669,800**
Admission Fee	122,350	-	122,350
Registration Fee	38,990	38,990	77,980
General Security	51,000	-	51,000
Sub Total Other Fee	**212,340**	**38,990**	**251,330**
Per Semester Fee	**547,240**	**373,890**	**921,130**

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 : August 23, 2023 (Returning Students)
Spring Semester : December 15, 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.

SOE is providing with an option of deferment to students as per following deferment policy given at the end of this section. The concerned student must be incompliant with the deferment policy while applying for deferment.

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-2023	Spring-2024	Total
Credit Hours	**12**	**12**	**24**
Tuition Fee	**487,080**	**487,080**	**974,160**
Admission Fee	122,350	-	122,350
Registration Fee	38,990	38,990	77,980
General Security	51,000	-	51,000
Sub Total Other Fee	**212,340**	**38,990**	**251,330**
Per Semester Fee	**699,420**	**526,070**	**1,225,490**

MS – ECON (2.5 Years):

(Amount in PKR)

Particular	Fall-2023	Spring-2024	Total
Credit Hours	**16**	**12**	**28**
Tuition Fee	**649,440**	**487,080**	**1,136,520**
Admission Fee	122,350	-	122,350
Registration Fee	38,990	38,990	77,980
General Security	51,000	-	51,000
Sub Total Other Fee	**212,340**	**38,990**	**251,330**
Per Semester Fee	**861,780**	**526,070**	**1,387,850**

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: August 23, 2023 (Returning Students)
Spring Semester: December 15, 2023
Summer Semester: June 05, 2024

All above mentioned payment deadlines are tentative and subject to change, and the final dates will be communicated to the students at a later stage.
MGSHSS is providing students with an option of deferment to students as per following deferment policy given at the end of this section. The concerned student has to be incompliant with the deferment policy while applying for deferment.

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 2023-24 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. 40,590/- for FY 2023-24. The below-mentioned fee structure for FY 2023-24 has already been shared with the students at the time of admission through the fee information document.

(Amount in PKR)

Particular	Fall-2023	Spring-2024	Total
Credit Hours	**6**	**6**	**12**
Tuition Fee	**243,540**	**243,540**	**487,080**
Admission Fee	122,350	-	122,350
Registration Fee	38,990	38,990	77,980
General Security	51,000	-	51,000
Sub Total Other Fee	**212,340**	**38,990**	**251,330**
Per Semester Fee	**455,880**	**282,530**	**738,410**

For each additional credit hour taken, an 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 : August 23, 2023 (Returning Students)
Spring Semester : December 15, 2023

All above mentioned payment deadlines are tentative and subject to change, and the final dates will be communicated to the students at a later stage.

Fee Refund Policy applicable to all Graduate Programmes:

1. **In case of Admission Cancellation**

   In case an applicant's admission is cancelled by LUMS due to any reason including failure in meeting the requirements mentioned in the offer letter, (s)he shall be entitled to get tuition fee, semester registration, security refund, SOP, reading material and hostel/residence fee refund; **however, admission fee will not be refunded.**

2. **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 the stipulated timeline). Refund of security is subject to the final clearance of all outstanding university dues.

3. **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 semester, 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 semester will not be refunded. However, if for some reason, the decision is delayed till the next semester and the student has already paid the dues for the next semester, such dues will be refunded.

4. **In case of Withdrawal 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 programme coordinator in writing.

Upon approval the following refund policy will apply:

Table 1

Fee Component	Deadline/Details	Amount of Fee Refund
Admission Fee	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
- PhD Chemical and Environmental Engineering

The fee structure of PhD programmes for FY 2023-24 are as follows:

Particulars	Fall-2023	Spring-2024	Summer-2024	Total
Credit Hours	6	6	3	15
Tuition Fee	**243,540**	**243,540**	**121,770**	**608,850**
Admission Fee	122,350	-	-	122,350
Registration Fee	38,990	38,990	-	77,980
General Security	51,000	-	-	51,000
Sub Total Other Fee	**212,340**	**38,990**	**-**	**251,330**
Per Semester Fee	**455,880**	**282,530**	**121,770**	**860,180**

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:	August 23, 2023 (Returning Students)
Spring Semester:	December 15, 2023
Summer Semester:	June 05, 2024

All above mentioned payment deadlines are tentative and subject to change, and the final dates will be communicated to the students at a 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 the deadline as stipulated in the fee voucher.
- Fees 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 40,590/-.

Auditing students of MS Graduate Programme will be charged according to standard per credit hour rate i.e., PKR 40,590/- 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 – 2023	Spring - 2024	Summer - 2024
	PKR	PKR	PKR
Hostel Fee Double Occupancy	75,140	75,140	22,100
Hostel Fee Triple Large Occupancy	54,700	54,700	-

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 the 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 facilities 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, students are 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)

Loan Rehabilitation

LUMS offers a substantial amount of financial aid and scholarships, and although scholarships and financial aids in the form of grant are always preferred as they do not require repayment, but even after awarding scholarships and financial aid offered as grantmany students still face a gap in paying their university dues which may require a student loan.

Students at LUMS receive loans on special terms and provisions with zero interest, that makes it more affordable and manageable for young university -bound students.
The Loan Rehabilitation Section facilitates repayment of these loans from students once they become due. The section 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/ Muhammad Khurram Waheed	helpdeskfinance@lums.edu.pk	4406/8151/4435/ 8222
Student Loan Queries	Sameer Sajjad	sameer.sajjad@lums.edu.pk	2192
TA Payments	Bilal Shakeel	bilal.shakeel@lums.edu.pk	4440
Student Refund cheques collection	Nida Naeem	nida.naeem@lums.edu.pk	8342
Student Societies Related Queries	Omer Imtiaz	muhammad.imtiaz@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 is responsible for overseeing student societies, clubs, events, leadership programs, health and wellness initiatives, academic advising, career development, and student conduct. OSA aims to enhance the student experience and foster a sense of community and belonging among all students.

The OSA staff consists of professional administrators, counsellors, advisors, and coordinators who are dedicated to helping students succeed academically, personally, and professionally. The staff is available to assist students with any questions or concerns they may have during their time at LUMS. The OSA office is in Academic Block and is open from Monday to Friday, 9:00 a.m. to 5:00 p.m. Students can also contact OSA by email at osa@lums.edu.pk.

OSA welcomes all students to visit the office and learn more about the services and opportunities that are available to them. OSA also encourages students to get involved in campus life and participate in the various activities and programs that are offered throughout the year. OSA believes that student engagement and involvement are essential for student success and looks forward to working with all students and supporting them in their academic journey and beyond.

Student Support Services (SSS)

The Office of Student Support Services (SSS)
The Office of Student Support Services (SSS) at LUMS provides guidance, support, and administrative assistance to students in various domains. SSS governs its operations based on campus polices as voted by the university-wide Undergraduate Curriculum Committee (UGCC), the Graduate Programme Committee (GPC) and the University Council (UC).

Below are the details of key services the office provides:

Missed Instrument Petitions: The team supports students who have missed an academic instrument due to unforeseen circumstances. For further details, please refer to section titled "Make-up Policy for Graded Instruments," under Section I Graduate Policies and Regulations.

University Exceptions Based on Health Reasons or Extenuating Circumstances: SSS provides support to students who seek university exceptions based on health reasons or extenuating circumstances. Support includes requests for withdrawal from all courses, semester off/withdrawals, and rejoining after semester withdrawal. Additionally, the office helps students seeking permission for enrollment in less than 12 credit hours. For further information, please refer to the relevant handbook sections.

Support to Disciplinary Committee (Non-Academic) and Students Going through DC: The office supports the Non-Academic Disciplinary Committee that handles matters related to non-academic violations of the student code of conduct. The SSS team provides assistance to students filing complaints and supports students undergoing the DC process. The office handles all related logistics including communicating decisions, and addressing post DC hearing concerns, for further information, please refer to section titled "Important Policies Regarding Code of Conduct at LUMS", and section titled "University Disciplinary Procedures" under Section I Graduate Policies and Regulations.

Other Supports: The office also helps graduating students with the university clearance process, manages address change requests, and connects students with other university support services such as Advising Units, CAPS, LMC, OAI, etc. Besides this, the SSS provides feedback to the ASC regarding readmission cases or students seeking university policy exceptions.

SSS Office Location: Academic Block, out-gate entrance, first office on the left.

Contact Information: For petitions, please email petitions@lums.edu.pk. For disciplinary matters, please email dc@lums.edu.pk. For other support, please email osa@lums.edu.pk.

Career Services Office (CSO)

The Career Services Office (CSO) provides placement and career guidance support to the **graduate students (except the graduates of SDSB who are served by SDSB placement office)**.

The CSO office is located in the Office of Student Affairs, Main Entrance facing the out-gate, Academic Block Building. The Career Services Office Team is available from Monday to Friday 9 AM to 5 PM. To book an appointment with a career advisor at CSO, please email your query at cso@lums.edu.pk and a team member will respond to you within two (2) working days.

To get updates regarding CSO events, activities, and opportunities:

- Lookout for emails from cso@lums.edu.pk
- Stay updated via CSO Portal connect.lums.edu.pk

Services CSO can provide you.

- Career Exploration: if you are unsure what career path you want to opt for and want to know what possibilities you can have. You can also visit CSO if you want to pursue a career that is unrelated to your degree, and you want to know what avenues you can explore.

- Mentorship: If you want to get connected to specific people from within the industry, and/or want guidance from a LUMS alumni pertaining to your career prospects.
- Career Readiness: To get guidance on resumes and cover letters to ensure that they are polished and professional, and tips on how to prepare for job and internship interviews to enhance your employability skills.
- Opportunities (Job and internship search): If you require assistance in finding job and internship opportunities based on your planned career pathway.

What CSO events & resources to look out for and when?

Here is a list of prominent activities/events that CSO organizes for LUMS students, to ensure that they are prepared for their careers, and get the best avenues to connect with industry experts. Please note that this list is not exhaustive and there are many other programs that CSO organizes for students.

Event	Timeline	Who can attend
Career Exploration Workshops	Throughout the academic year	All students (undergraduate, Masters, PhD)
Career Readiness Workshops	Throughout the academic year	All students (undergraduate, Masters, PhD)
Online Mentorship sessions	Summer	Juniors, Graduating students (undergraduate, Masters, PhD)
Mock Interviews	December – March	Juniors, Graduating students (undergraduate, Masters, PhD)
School specific Networking Sessions	Fall/Spring*	Graduating students (undergraduate, Masters, PhD)
On-campus Organization Visits for recruitment	December to May	Graduating students (undergraduate, Masters, PhD)
Annual Career Fair	January/February	All students (undergraduate, Masters, PhD)

*Depending on each school's activity calendar

Other CSO programs & resources	Timeline	Who can use
Alumni Mentorship Programme	Spring Semester	Graduating students (undergraduate, Masters, PhD)
Career Peer tutors	Throughout the academic year	All students (Undergraduate, Masters, PhD)
Customized support to job seeking candidates	Throughout the academic year	Graduated students (Undergraduate, Masters, PhD)
Emails with jobs and internship listings	Throughout the academic year	Sophomores, Juniors, Graduated seniors (Undergraduate, Masters, PhD)
Online jobs portal (connect.lums.edu.pk)	Throughout the academic year	All students (Undergraduate, Masters, PhD)

Recommended career guidance resources other than CSO:

In addition to CSO, there are other career guidance resources that you may consider:

Career Services Office	All students (Undergraduate, Masters, PhD)
MGSHSS Career Center	MGSHSS undergraduates only

SOE Placement	SOE MPhil graduates only
SDSB Placement Office	SDSB Master's graduates only
Faculty	Reach out to your respective school's and program's faculty for specific queries
Other resources	Family and personal networks, senior year students, alumni, peer tutors

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 queries, room change requests, room repairs and maintenance. The Housing staff ensures that students have a 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 on campus residence.
- On campus residence dues are non-refundable after the first day of commencement of classes/hostel check-in. Laundry charges are paid by the 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.
- The hostel accommodation is renewed every year as per space availability. The University cannot guarantee accommodation on campus for the entirety of the degree program.

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 is announced depending on the availability of spaces in hostels. Priority is given to the outstation residents.
- 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 must 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 the 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 the 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, students are 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 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 purposes.
- 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 the University rules and regulations.
- When a student sends a repair and maintenance request to the 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 Policy and to modify the On Campus Residence Policy as and when it deems necessary.

For queries related to On Campus Residence, contact at residence@lums.edu.pk.

Co-Curricular Activities Office (CCA)

Co-Curricular Activities (CCA) Office: The CCA Office at LUMS organizes and facilitates a wide range of extracurricular activities for students. These activities complement your academic studies and provide opportunities for personal growth and development.

The CCA Office offers a diverse array of student organizations, events, and initiatives for students. Students are encouraged to explore these opportunities and participate in activities that interest them.

One of the critical goals of the CCA Office is to foster a sense of community and collaboration among LUMS students. The office encourages students to collaborate on projects and initiatives and provides opportunities to network and build connections with their peers. Students are encouraged to collaborate with other students and make the most of these opportunities to develop their teamwork and leadership skills. In addition to providing opportunities for personal growth and development, the CCA Office also plays an essential role in promoting the LUMS brand, showcasing the talents of its students and providing opportunities for external participants to explore LUMS. The office also provides opportunities for students to participate in the external competitions and conference to represent LUMS.

Overall, the Co-Curricular Activities Office at Lahore University of Management Sciences is integral to the university's student life experience. It provides students with opportunities to grow, learn, and develop in ways that complement their academic studies and plays a crucial role in creating a vibrant and engaging campus community.

Strategic Focus

CCA is committed to improving student-led organisation management and policy framework. Strategically the department will focus on the following:

Involvement Tracking and Reporting

To start tracking attendance, participation, roster management, and financial reporting. We will create a culture that actively emphasises data gathering and data-driven decision-making.

Performance Review

To have annual performance reviews and give space to new ideas. We will create a culture of evidence by assessing society programming, engagement, and success by ensuring that all societies are active and meet performance criteria.

Alumni Engagement & Community Building

To develop Alumni Engagement Programs and foster interest-based community building. We will work with the students to re-imagine the engagement scope and look beyond LUMS's boundaries.

Growth and Development Plan

To Build a Society Development Model and provide guided pathways for growth to student leaders and student organisations. We will create a culture where student leaders actively reflect on how they can lead their organisation to success.

Planning & Communication

To develop Society Value Statements and nurture annual Scopes & Calendar Planning. We will ensure assessment, planning, and communication of content and intentionally voice it to enhance student experiential learning.

Partnership and Collaboration

To Programme a sense of collaboration and service amongst student societies. We will encourage developing and maintaining meaningful relationships and partnerships on and off campus to enhance student learning, community, and support.

Co-Curricular Activities (CCA) Committee

Given the diversity of the student clubs and societies and the varying degrees of shared governance currently operating in the system, practices utilised by student clubs throughout Lahore University of Management Sciences (LUMS) vary widely. The primary function of the Co-Curricular Activities (CCA) Committee is to review, approve, oversee & mediate student clubs and society's activities and ensure coherence.

The CCA Committee will cover various aspects of campus student clubs and societies by ensuring smooth interactions between administration, faculty, students, and external agencies. It will also assist in forming new clubs and societies and evaluating performance. The Committee will monitor the content of the student clubs and societies based on value addition, engagement, collaboration, and community building. It will be the Committee's core responsibility to maintain the balance of interest and accelerate the growth of the student leadership landscape. Effective governance and development require all clubs and societies to utilise standard practices that ensure the highest possible quality of content and value addition within allocated resources.

The mandate of the Co-curricular Activities Committee

The CCA Committee is mandated to supervise student societies and clubs, define student society policies, adjudicate and moderate society conflicts, and recommend best case practices for events and society structures.

Membership

The CCA Committee should contain the following members:

i. Convener
ii. Student Council Representatives (UG & Graduate)
iii. Presidents Club Representative
iv. Office of Dean OSA Representative
v. CCA Members

Student Societies

Student societies are at the forefront of extracurricular activities. These societies provide a thriving platform for students to showcase their talents and encourage leadership and professional development beyond the classroom.

The dynamic and diverse range of student societies at LUMS are a testament to the university's commitment to nurturing students' passions and interests. These societies provide opportunities for students to engage in a variety of activities, including events, academic competitions, tournaments, and community service projects.

By joining a student society, students have the chance to hone their leadership and teamwork skills, expand their network, and contribute to the LUMS community. Below is the list of all student societies:

Graduate Student Societies

1. Escapade Society
2. Entrepreneurship & Professional Excellence Society
3. Entertainment Society
4. E-Gamming Society

Membership

Every student is welcome to participate in a graduate student society. However, it is essential to note that maintaining an adequate academic performance is a prerequisite for participating in Co-Curricular and extra-curricular activities.

Each year societies should open membership to induct students through a fair selection process approved by the office.

Executive Council Membership

1. Society Structure and Roles

i. Societies are independent to define their own structures and roles. However, following are the required positions in the structure:

a **Patron:** The Patron is a faculty advisor of the society. The Patron
   (a) Shall be a member of LUMS faculty. However, in special case with the approval of Dean OSA a staff member can also be the patron of a society.
   (b) Supervises and approves all society activities.
   (c) May direct the activities of the society as deems fit and necessary.
   (d) May recommend to CCA Office to remove any member from any position if necessary.
   (e) Shall provide guidance and counsel to promote growth and direction.
   (f) Will act as the advisor on all items related to students' societies policy, programming & organising operations, and help prevent violation of any policies and procedures.

b **President:** The President shall be the head of the Society and shall be responsible
   (a) for all the activities of the societies that happen during his/her tenure.
   (b) To uphold the Constitution of the Society always.
   (c) For society planning.
   (d) To sign every official document for the society and get it approved from the Patron.
   (e) To represent the society in the Board of Presidents or any other official forum.
   (f) To follow all University policies and Procedure and make sure all members do it as well.

c **Vice-President:** The Vice-President shall be the second in command of the Society and shall be responsible
   (a) Shall oversee and maintain all society email correspondence.
   (b) Shall maintain a directory of society members and their contacts.
   (c) Shall keep a track record of volunteer involvement throughout the year.
   (d) Shall be in charge of authorizing the distribution and proper use of society letterhead.
   (e) Shall maintain an official record of all external contacts and concerned LUMS Alumni.
   (f) Shall be responsible for organizing various meetings within the society, including general body meetings, meetings within the Council members and with various departments.

d **Treasurer:** The Treasurer shall look over the finances of the society. The Treasurer shall:
   (a) Be familiar with accounting procedures and policies of LUMS.
   (b) Maintain quarterly budget reports and present it to CCA Office.
   (c) Maintain financial sheets of the societies.
   (d) Assign and collect loans to and from other societies; loan to other societies can only be authorised with the approval of the President and recommendation of the Patron.
   (e) Supervise revenue and management.
   (f) Prepare annual budget at the start of the term.
   (g) Ensure all PRs and Financial procedures are completed.
   (h) Be responsible for any monetary amount in the form of cheques, cash, bank draft etc.

Executive Council Members Selection and Reregistration Process

i. Each year returning societies must select a New Executive Council
ii. The Executive Council must have the following positions:
   a President (Mandatory)
   b Vice-President (Mandatory)
   c Treasurer (Mandatory)
   d Director Events & Operations
   e Director Marketing & External Relations
iii. President of the society should be from the senior batch and Vice President from the junior batch of the graduate program.
iv. After the graduation of the senior batch, position of Vice President will promote to the President of the society.
v. If President of the society decides to step down during his or her academic career at LUMS due to whatsoever reason, he/she must inform the CCA before discontinuing the charge of the society.
vi. President must hand over the charge of the society one month before his or her graduation. It includes all credentials of social media handles, sponsors, and data relevant to the club/society.
vii. The Deadline to submit New Executive Council Member is 31 March every year.
   a The designated CCA Official can provide an extension of 15 Days on a need/request basis.
viii. The interested applicants should submit application through an online form and designated CCA Official should have access to the applications.
ix. Positions for EC will be published via google forms and interviews will be conducted by the President or Vice President of the society (you are encouraged to include members from all graduate degree programmes across LUMS.
x. Additionally, the EC can add the following to selection committee:
   a Society Patron
   b Designated CCA Official

xi. The EC will submit a final report along with the new EC before the deadline.
xii. The final report should contain the following:
    a Application Requirements
    b Eligibility Criteria
    c Applications
    d Selection Committee Member Profiles
    e Minutes of all Interview
    f Feedback on all candidates - Separately of all Committee Members
    g Results
xiii. After CCA office approves the selection, the society will share feedback with all applicants over the email.
xiv. All applicants who are not selected will have an opportunity to appeal for a review.
    a The applicants can appeal within 7 days of the feedback email.
    b All appeal applications will be reviewed by the CCA Committee.
    c The CCA Committee will review the final report and application of the candidate.
    d The CCA Committee can interview any selection committee member if required.
    e The CCA Committee can also request an additional interview of the candidate with the selection committee and at least 3 CCA Committee Members.
    f The CCA Committee can give any of the following decision.
        (a) Approve the Selection Committee's Decision
        (b) Request the Selection Committee to Revaluate the Position
        (c) Select an Applicant for the Position
    g The CCA Committee will have to document the decision and share with the applicant and any other stakeholder.
xv. The society has creative freedom to define selection mechanisms, eligibility criteria of members, application format, and positions in the society constitution. However, the following eligibility criteria for all applicants is necessary:
    a Currently enrolled in a degree programme at LUMS
    b have no disciplinary case against them,
xvi. Following is the timeline of the EC Selection:
    a 15 March: Application Deadline
    b 31 March: Final Report Submission
    c 1-15 April: Extension Period and CCA Review
    d 16-17 April: Feedback Email Deadline
    e 18-24 April: Appeal Period
    f 25 April - 2 May: Appeal Review and CCA Committee Decision
    g 3 May: Final Announcement
xvii. For reregistration the New EC will submit the following documents to the Designated CCA Official:
    a Updated Rooster
        (a) List of All Active Society members and Positions
    b Achievements of the Year and Performance Report
    c Challenges of the Year
    d Society Member Feedback
    e Strategic Goals of the Year
    f Calendar Plan until 15 March
    g KPIs
    h Financial Statements

i Budget for Next Year and Expected Revenue

xviii. If a society fails to provide requested document within the fall semester the society will be considered inactive and will be dismissed from the final society list.

xix. Any dismissed society will have to follow the new society registration process.

2. New Society Approval Process

To start a new society, please follow the steps below:

a Visit the list of student society to see if the society already exists, if it does not proceed to the next step. If it does, please reach out to the student society and contribute your ideas by joining the existing model.

b Hold a meeting prior to submitting your application with CCA to collect information needed for the application and to discuss the society's mission, leadership structure, events and programs for the year, and potential advisors for the society.

c To register, please submit your application at muslim.iqbal@lums.edu.pk.

d The following information will be required to complete your application:

(a) Student Organisation name
(b) Student Organisation Preferred Email
(c) EC Information
  (i) Name
  (ii) LUMS Email Address
  (iii) Expected Graduation
  (iv) Position Description
    1. All societies must have at least 3 EC members who are currently enrolled in a degree programme at LUMS, have no disciplinary case against them, and have at least 2.5 CGPA.
    2. There must be an officer responsible for budgeting and finance and the president cannot have it as a responsibility.
(d) Student Society Logo
(e) Student Society Patron Information
  (i) Name
  (ii) Profile
  (iii) LUMS Email Address
  (iv) Expression of Interest from the Patron from official Email Address
(f) Mission/Purpose statement that is unique from current student societies
(g) A brief Value Statement covering the following:
  (i) Value Addition
  (ii) Engagement Model and Scope
  (iii) Collaboration
  (iv) Community Building
  (v) Service (If applicable)
(h) Key Performance Indicators and Event Calendar.
(i) Revenue Model
    (i) Sponsorship is not a sustainable model and basing financing solely on this is highly discouraged.
(j) If your society has an external affiliation, you must request an authorised letter of approval from the external organisation.
    (i) If approved, the society is considered provisional for one academic year and must complete the following requirements by 15 March.

(k) Execute the Proposed Event Calendar
(l) Develop a 3-Years Strategic Plan
(m) Hire the Next Executive Council

e The society will submit an annual performance report to CCA Office.

f CCA Office may deny a request to register a student society:
(a) if it fails to comply with University Policies and Code of Conduct
(b) if it creates a substantial disruption on campus;
(c) to prevent organizational activity that is itself illegal under law;
(d) if it is a duplicate of the mission or purpose of an existing registered student society; or
(e) if it is set up such that any individual benefits monetarily from its existence.

g New Student Society Recognition Appeal Process:
(a) If your student society is denied recognition and you wish to appeal, you must follow the procedures below:
(b) Within one weeks of your denial notification, you must re-submit your application from your original submission with new documentation and/or updates based on the reason for your denial.
(c) If you re-submit your application after this time frame, you will be denied.
(d) If your appeal is received on time and is denied, you must wait to re-apply during the next recognition cycle.
(e) If your appeal is received on time and approved, you will be notified via email.
(f) Any organization that is denied recognition due to university regulations is not eligible to appeal.

For further details about societies, please visit the following webpages:
https://osa.lums.edu.pk/student-society

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 center 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.
Here are our Official Email addresses to approach:

1- **For Regular Therapy Sessions**: To schedule regular therapy sessions, we need to send an email to student.counselling@lums.edu.pk. Our team will response within 24 hours.

2- **For Assessments and Academic Accommodations**: For all types of assessments, including petitions and requests for academic accommodations, we need to drop an email to assessments.caps@lums.edu.pk. Our dedicated staff will guide the student through the necessary procedures and provide the required support.

3- **Feedback and Complaints:** We value students' feedback and take complaints seriously. If you have any suggestions, feedback, or complaints, please reach out to us at feedback.caps@lums.edu.pk. We are committed to continuously improving our services, and we highly appreciate your input.

Our office hours are structured to accommodate different schedules and ensure accessibility for all students. The following are our current office timings:

Morning Timings: 10:00 AM to 5:00 PM
Evening Timings: 3:00 PM to 9:00 PM
Night Timings: 9:00 PM to 9:00 AM, Monday to Sunday (only for after-hours emergencies)
Weekend Shift: 10:00 AM to 5:00 PM

During the specified office hours, our team is available to address student's concerns, schedule appointments, and provide guidance. For after-hours emergencies, our night shift team is dedicated to assisting you promptly.

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 promotes 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 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
- Locker Facilities for Sports Complex user
- Intra-Mural League Competitions for LUMS community
- Inter-Departmental / School Games
- Training camps for beginners

Key Sports Facilities

1. Coca-Cola Aquatic Centre (Swimming Pool)
2. Executive Gym for faculty and staff only
3. Separate Gyms for Males and Females
4. Aerobics and Yoga Room
5. Airconditioned Wooden Floor Squash Courts
6. Both Indoor and Outdoor Basketball Courts
7. Badminton Courts
8. Both Indoor and Outdoor Volleyball Courts
9. Tennis Courts (Australian Open Surface) with Floodlights
10. Grassy Hockey Field with Floodlights
11. Grassy Football and Rugby Fields with Floodlights
12. Grassy 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 they can take maximum total 8 credit course, 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 beginners so DO NOT opt if you have ever played the game at university /national level. The instructor will assess the individuals at the beginning of the course to evaluate their skills and may ask you to leave the course.

Policy for One Credit Courses

- Each course will be 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 the final assessment test.
- Students are allowed but not encouraged to make 4 unexcused absences. Any additional absence will result in failure from the course. Two unexcused tardy shall constitute one absence.
- 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 a maximum of 20 students.
- Each section of walk, jog and stretch and Swimming for beginner's course will consist of maximum 30 students.
- Elite athletes are not eligible for the courses.
- In case of physical disability or any medical reason, please do not opt for 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 sport's 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 in 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 in 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 program.

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.

Facility	Students	Employees	Employee Family Member	Alumni	Alumni Family Member	Student Family Member	Eligible Donors
	Membership Fees in PKR (per month unless otherwise specified)						
Swimming Pool (Aquatic Centre)	Free	500	3000	10,000	10,000	10,000	15,000
Regular Gyms + Squash + Badminton	Free	Free	free	10,000	10,000	10,000	15,000
Executive Gym	Not Available	Free	10,000	Not Available	Not Available	Not Available	Not Available
Tennis Courts	Free	Free	5000	10,000	10,000	10,000	10,000
Gad and Birgit Rausing Library	Free	Free	12,000 per year				
Health and Wellness Centre	Free	Free	N/A	N/A	N/A	N/A	N/A
Food Outlets, Play Areas, Walking Track, Mosque	Free	Free	Free	Free	Free	Free	Free
Cricket Ground	Free	Free	40,000 per day				
Football/Hockey Ground	Free	Free	25,000 per day				
Syed Maratib Ali Sports Complex	Free	Free	25,000 for two hours				

Terms and conditions:

- Family members of students and employees include parents, spouse, and children.
- Family members of alumni include spouse and children.
- LUMS reserves the right to bar entry temporarily or permanently for any member due to disciplinary reasons.

- Eligible donors include those whose cumulative donations to date equal or exceed PKR 1M.
- Cricket / Football / Hockey Grounds and the Main Sports Hall can only be booked for sports activities.
- The Medical Facility is available only for students and employees, but in case of emergencies, anyone present on campus may use it.
- All fees are payable in advance via the LUMS Sports Membership Portal
- 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 facilities vary across sports, see relevant rules, regulations, and procedures for each sport.
- Children of 12 years and under are allowed but must be accompanied by an adult.

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.

Sports Facility Timings

Sports Complex

Sports Complex can be used from 8:00 till 01 a.m. during Summer Season
Sports Complex can be used from 8:00 till 12 a.m. during Winter Season

Swimming Pool Schedule

- The swimming schedule is available at LUMS Coca-Cola Aquatic center, 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

The Sports Complex will be open from 8:00-12:00 a.m. for the LUMS community. However, **all facilities are closed on Government Official 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.
- Always walk. NO RUNNING! Alongside the pool deck.
- Excessive horseplay and offensive language/ 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 is 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 will be 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 is as follows:

One Year	Rs. 14 per day
Six Months	Rs. 20 per day
Quarter	Rs. 30 per day
One Month	Rs. 40 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 damage 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 sport's 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 needy 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 us they will not be provided with the facility in the future. The Sports Office may impose fines on 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 belonging to faculty, staff, students, alumni, and the general public. Now, 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 is 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 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 program. 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 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 program. 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 make the payment through an online portal which will be shared with the student/parents.
- LUMS Currently enrolled students' brothers and sisters are eligible to register in the summer camp.

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.
- Participants are advised to get a medical doctor's clearance before starting any serious exercise program.
- All personal belongings brought into the premises shall be kept at the owner's risk.
- All Students representing LUMS outside of campus need to submit disclaimers signed by everyone to the Sports office prior to 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 trials held by Sports Office. Moreover, LUMS Students can only participate in any Sports-related competitions after the necessary approval from the Office of Sports, Wellness and Recreation. Sports at LUMS (SLUMS) nominations can be rejected if 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 participation will be approved by the 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 the relevant game coach or Sports office at the time of trials.
- 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 the 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.

The verification of participation is the responsibility of SWR. If a student did not participate in the event, they must inform Student Support Services to participate in the event, they must inform Student Support Services (OSA. CCA/SWR will attach all the supporting documents with the request form.

1. Travel tickets or proof will be required for events outside of Lahore.
2. Proof of participation is mandatory if a chaperone/coach is not accompanying. It may include a certificate of participation, event photographs or videos, souvenirs, etc.
3. Students are expected to manage their participation in such a way that it does not clash with the academic requirements.
4. For SWR, a three-step approach will be followed for petitions:

   4.1 Pre-approval two weeks prior to the event

   If the event is not covered under the policy, the petitions team will forward the case to the Associate Dean for approval.

   4.2 SWR staff must immediately inform SSS when the petitioner or team exits the tournament.

5. Students should be informed to send petition forms within 3 days of the missing instrument.
6. Please communicate to the students that they should notify their instructor via email in advance about the instruments they will miss.
7. Students need to submit their petition(s) at petitions@lums.edu.pk within 3 days of missing the instrument.

Policy for participating in extra-curricular activities:
In the case of an international event, one extra day before and after the event to account for travel logistics can be petitioned for. Extra days spent on private extensions of the trip will not be permissible.

In the case of sports events, students participating in the following may file a petition:

1. HEC inter-varsity events,
2. Games organized on a national, regional, or international scale.

All sports events other than those prescribed in this policy will not be processed.

Contact Details:

Name	Designation	Contact Information	Ext
Babar Asad Khan	Head of Department	asadk@lums.edu.pk	8165
Shehryar Khawar Latif	Sports Administration Lead	shehryar.latif@lums.edu.pk	8534
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 and cultural 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 scholarships for women to

accessible restrooms, academic 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. 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 facilitators for students with visual or hearing impairments. Currently, OAI has provision for facilitators 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 aaa@lums.edu.pk for more information on how to arrange a facilitator.

Academic Accommodations

The Academic Accommodation & Accessibility (AAA) wing at the Office of Accessibility & Inclusion (OAI) aims at providing the LUMS community a non-discriminatory environment for their academic careers. AAA caters to students with long-standing disabilities which can be visible or invisible in nature. The process for accommodation is initiated at the time of admission and is managed throughout the completion of the degree program. However, students may also reach out at any point during their degree programme to apply for academic accommodations concerns, if they have been met with a long-standing physical, medical, or mental health condition that hinders their regular ability to function. At AAA we ensure that the students are guided and accommodated according to their individual needs based on their disability.

Students must submit their complete disability record when requesting academic accommodation for which they may be asked to visit relevant medical or mental health professionals for assessment. After reviewing and verifying all documentation, AAA creates a reasonable accommodations plan for each student and addresses their accommodations concerns, all depending on their specific symptomatology. Additionally, confidentiality is a fundamental value at OAI, therefore, when accommodation plans are shared with concerned instructors and/or relevant departments/schools, the disability of the student is not disclosed. For academic accommodations requests and/or queries students can email us at aaa@lums.edu.pk

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 with 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 looks 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.

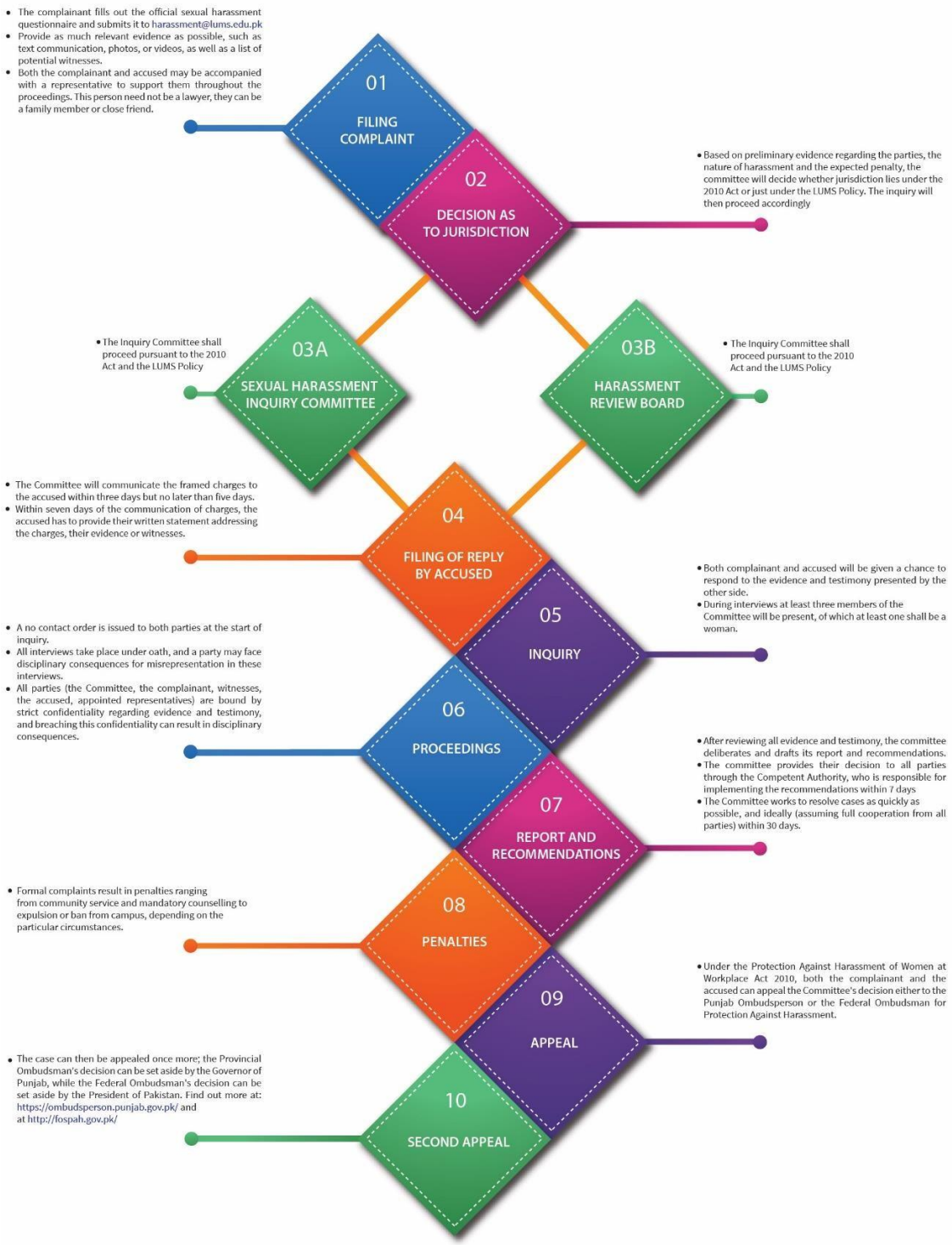
Filing a Complaint: Things to Know

- 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.

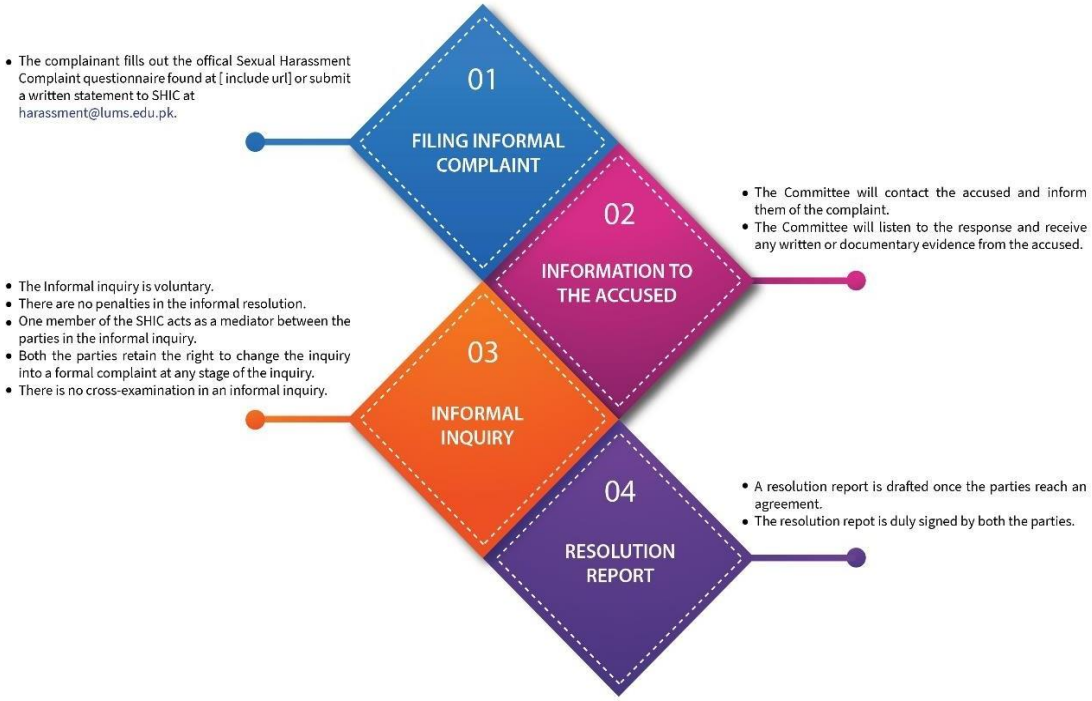
FORMAL COMPLAINT PROCESS CHART

OFFICE OF ACCESSIBILITY AND INCLUSION – LUMS



INFORMAL 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. 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:

- Cardiff Metropolitan University, UK
- Queen Mary University of London, UK
- Sciences Po, France
- Excelia University, France
- 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
- 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
- Tashkent State Transport University, Uzbekistan

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.

Contact Details

Zainab Masood
Associate Director, Office of International Affairs
zainab.masood@lums.edu.pk
Saniya Mansoor
Programme Specialist – Global Engagement
Office of International Affairs
saniya.mansoor@lums.edu.pk
Haroon Masroor
Web & Graphic Designer
Office of International Affairs
haroon.masroor@lums.edu.pk

Facebook: https://www.facebook.com/OIALums/
Twitter: https:// twitter.com/OIA_Lums
Instagram: https://instagram.com/internationalofficelums
Website: https://oia.lums.edu.pk/
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 '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 in a manner that informs, inspires, and engages audiences. As a strategic partner to the University, the team works collaboratively with multiple collaborators, 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 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 several 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, the University's Profile and others are also developed by the department, in addition to a fortnightly e-newsletter, LUMS Connect, 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 communications@lums.edu.pk

Marketing

The Marketing department seeks to broadcast and amplify the incredible culture of collaboration, learning, and development at LUMS. Every year, the Marketing team leads several efforts across multiple platforms to elevate the University's profile. It works collaboratively with other stakeholders within the University to tell the LUMS story through both conventional and digital media. As the brand custodians of the University, the Marketing team strategizes, designs and executes different campaigns that elevate the brand, engage multiple demographics, and showcase the University's impact on society and industry. The Marketing department also provides a variety of targeted marketing and digital solutions to stakeholders within the university.

In addition to highlighting the achievements of LUMS and its students, alumni, faculty, and staff through mainstream media and publishers, the Marketing team also uses digital platforms like Facebook, Twitter, LinkedIn, Instagram, Google, and YouTube. The Marketing department spearheads marketing programmes for all five Schools at LUMS, educates and informs prospective students about different university initiatives, and guides applicants through the admissions process.

For Fall 2023 admissions, the Marketing department conducted information sessions in 178 schools across Pakistan, participated in various expos for potential students and their parents, organized open days, and helped LUMS amass millions of interactions across different social media platforms, with 1.7 million views on YouTube alone.

Alumni Relations

The mission of Alumni Relations is to ensure sustainable and meaningful engagement with the alumni body. It aims to continuously establish new ways of connecting, which will better meet the needs of alumni, students, and the University. Engaging the alumni involves fostering a relationship with this ever-growing

community, strengthening their connection with their alma mater, including them in the University's countless initiatives, and providing them with opportunities that help enhance their professional and personal lives.

To facilitate networking, Alumni Relations has 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 the University with its marketing, placement, and fundraising efforts. To facilitate even closer networks amongst the alumni, Alumni Relations has also formed affinity-based alumni associations such as the SDSB Alumni Association, the CSS Alumni Association and the Law Alumni Association and aims to create more in the future.

Alumni Relations communicates with the alumni community through the alumni website, the Connect portal, the annual alumni magazine, alumni social media pages, and a quarterly alumni e-newsletter. Through these channels, alumni can get the latest information on LUMS, job openings, alumni benefits, corporate discounts, faculty research, alumni success stories, activities of LUMS alumni chapters, and general news and announcements. A major part of the 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 the alumni community is Homecoming where alumni are welcomed back to campus for all kinds of knowledge sharing and entertainment.

Alumni can also avail several privileges through the LUMS Alumni 'Smart' Card. These include LUMS car parking stickers, discounted accommodation at REDC, access to LUMS sports and library facilities, and a range of corporate discount offers. Alumni Relations provides a programme of events and activities to help graduates make the most of the global network of more than 17,000+ alumni. It generates opportunities for alumni, friends, and supporters to stay involved with the University.

For more information or in case of any queries, Alumni Relations can be contacted at alumnirelations@lums.edu.pk.

Development

Development aims to create and foster relations between LUMS and donors 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. 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 LUMS 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, the development team works towards partnership opportunities with various corporates by setting up named endowed chairs. Development also facilitates naming opportunities for infrastructure within LUMS.

For more information or in case of any queries, please contact the Development team 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 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 interconnected programmes.

1. Faculty Support

- **Faculty certificate in teaching and learning**

LLI launched the Faculty Certificate in Teaching and Learning FCTL for the faculty at LUMS to support and empower them in their on-going growth to become world-acclaimed higher-ed faculty. FCTL caters to different faculty needs and interests through customized school-specific interventions and offers differentiated routes to completion for faculty at different points in their career. The modules of the certificate enable participants to hone their instructional skills, offer useful insights about course design, cultivate observation as well as feedback for professional growth, and develop learning communities. An advanced level of the certificate offers support to the faculty in developing a teaching dossier, which involves designing and assembling evidence to support their teaching excellence. Some of our offerings included in the certificate are as follows:

- **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, over 300 participants from across the 5 schools have participated in the workshop.

- **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.

➢ **Learning Communities**

LLI arranges peer-led conversations on teaching and learning, inviting faculty members to lead discussions on topics related to teaching, learning, research, and mentorship. Additionally, various talks and panel discussions are organized for audiences at and beyond LUMS with an aim to build a learning community and network of faculty, students, and educational developers to share evidence-based knowledge and professional and educational practices.

➢ **Scholarship of 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.

➢ **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.

2. Student Support

➢ **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 three years at LUMs. The programme was piloted over the summer and fall of 2020 and has supported pedagogical partnerships with more than 38 student partners and 27 faculty/staff partners to date.

- **TA Development Programme**

TA Development is one of LLI's successfully running initiatives that caters to the needs of LUMS TAs. Held once in each semester, it comprises of three webinars (on Effective Communication, Feedback and Course Management) and an in-person Panel Discussion. The sessions provide a platform for the TAs to bring into discussion various frequently faced situations during their role as a TA at LUMS and connect them to a community of faculty as well as fellow TAs. A Guidebook for TAs was also launched this year to provide TAs with tools and support to help them maximize their experience as a TA at LUMS. The guidebook is currently under revision and an updated version will be shared with the LUMS Community by Fall 2023

3. Technology-enhanced Learning

In this technology and AI-driven age of learning, LLI offers support to the faculty and students to build and sustain engaging and technologically advanced learning experiences. By identifying gaps in the classroom experience of teachers as well as students, LLI is aiming to develop support programs like workshops, guidebooks and other teaching resources that will cater to the growing needs of the learning community of the present age. These offerings and resources will be piloted this summer and will be available for faculty and student use by the next academic year.

4. Strategic Initiatives

LLI collaborates with the community at LUMS to extend our mutual teaching and learning initiatives beyond our borders. We have been working extensively with the Centre for Continuing Education Studies (CES) to launch joint offerings that have been designed to benefit the teaching and learning community.

Signature Pedagogy series is one such umbrella offering through the CES platform, constituting multiple workshops led by the LUMS faculty. Leading with the idea that each discipline demands a unique pedagogical approach, the faculty at LUMS are invited to share proposals that aim to offer discipline-specific training to the teaching community at large. Our current offerings under the Signature Pedagogy series include '*Designing and Delivering Data Sciences Courses at Scale'*, a 2-day workshop by Dr. Ihsan Ayub Qazi. The workshop will enable participants to develop data science courses and create inter-disciplinary data science programs.

CES and LLI also piloted the first round of LLI's Instructional Skills Training (IST) workshop, rebranded as '**Mastering the Art of Teaching and Training**,' to the external community, which received a tremendous response from the participants. Round two of the same workshop will be offered in June.

LLI has been invited by the district government of Gilgit Baltistan to design a **STEM-inspirer Bootcamp** for the highschoolers of Gilgit, and we are happy to collaborate with the students at LUMS to launch this bootcamp. The students will be designing a two-weeks training programme contextualized in nine STEM-related topics and will be traveling to Gilgit in July as instructors to teach and inspire high school students in this remote area to pursue STEM-related fields as their academic and professional careers.

Contact Information:

Designation	Name	Email ID
Director	Dr. Hamad Alizai	hamad.alizai@lums.edu.pk
Advisor	Dr. Launa Gauthier	launa.gauthier@lums.edu.pk
Head of Strategic Initiatives	Talha Mahmood Dogar	talha.dogar@lums.edu.pk
Programme Coordinator	Amna Ikram Butt	amna.butt@lums.edu.pk
Co-Lead Faculty Support	Anusheh Attique	anusheh.attique@lums.edu.pk
Co-Lead Student Support	Fatima Iftikhar	fatima.iftikhar@lums.edu.pk
Co-Lead Tech-enhanced Learning	Rehana Kazi	rehana.kazi@lums.edu.pk
Faculty Lead Tech-enhanced Learning	Dr. Ammar Ahmed Khan	ammar.ahmed@lums.edu.pk

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 online and on-campus courses offered in various fields, CES seeks to support students, professionals, and non-traditional learners to pursue their newly found interests, rediscover old passions, develop professional expertise, or 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 LUMS alumni, faculty, and leading industry professionals.

Most courses are open to all and don't need any prerequisites to register. The courses are primarily geared towards individuals who are not necessarily looking to enrol 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.

Highlights of FY 2023-24

- **2500+** participants enrolled in courses at CES this year. Courses were offered both online and in person.
- **80+** courses including over 10 new and exciting offerings such as "Artificial Intelligence for Managers," "Microsoft Power BI Bootcamp," "Investing in the Stock Market," "Introduction to Marketing," and "Digital Journalism," among others.
- Through the 'Teach at CES' initiative, LUMS alumni have been actively involved in teaching as instructors. At present, they constitute over 50% of the instructors at CES and are teaching courses in diverse fields and sectors.
- CES programmes have gained a wider global audience with the proliferation of online courses, attracting participants from various countries, including the United States, Canada, the United Kingdom, and the United Arab Emirates.
- CES developed customised courses tailored to the specific needs of various companies, including Artificial Intelligence for Managers for Allied Bank Limited and Digital Journalism for City 42.
- CES has launched a series of weekend courses and workshops on Entrepreneurship, Artificial Intelligence for Managers, AI for Education Leaders, and Microsoft Power BI Bootcamp.
- We have partnered with the LUMS Learning Institute to offer training programmes on Teaching and Training.

Pre-College Programmes

LUMS Summer/Winter School

The LUMS Summer/Winter School provides students with a platform to learn in an intellectually stimulating environment and experience the social and academic opportunities a college education has to offer. Designed for high school students, this programme offers courses from diverse disciplines as well as guidance regarding college applications and preparation.

Young Learners Programme

The Young Scholars Programme was offered for the first time in 2022. It was curated for children between the ages of 9-12 to attend to their creative and academic needs, with courses ranging from Debates and Mathematics to Communication Skills.

In light of the first cohort's success, the Young Learners Programme 2023 is being offered as two distinct sessions, with a variety of courses to choose from. These include Personal Effectiveness, Contemporary Debates, Coding, and Graphic Design among many others.

Contact Details:

Email: ces@lums.edu.pk

Contact Numbers: 0300-8496861, 0300-4027198

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 and high-quality infrastructure, and innovative services. Currently, the Library has a collection of over 294,000 books and documents, access to 229,553 online books, 2500 Audio Visuals, CDs & DVDs, and subscriptions to 250+ print journals. It also provides campus-wide and off-campus access to over 45,000 full-text online research journals published between the 1800s and 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 the following:

- **Course Guides:** The Library has developed these guides on core subject areas using the state-of-the-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 regularly updated by the library staff.
- **NaviBook Application:** The NaviBook, a navigator application kiosk is the first facility introduced by Gad & Birgit Rausing Library in Pakistan; it facilitates visitors' 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 effort of the users.
- **Digital Scanning Service:** Two digital scanners are available on both floors of the Library. Users can digitize their required content (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 unavailable in the Library, arrangements are made to acquire it from other libraries through interlibrary loans 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/remote/login?lang=en
- **Teaching Resource Centre:** Teaching resource and circulation librarian (mnadeem@lums.edu.pk) helps get 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 email, and 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 endeavours.
- **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 access to Turnitin's online plagiarism detection service. It provides training to use this tool and helps faculty members interpret similarity reports of the publications scanned through Turnitin. Dr Muhammad Safdar (muhammad_safdar@lums.edu.pk) can be contacted for any assistance.
- **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 has Cable TV, VCR, and CD/ DVD players.
- **Wireless LAN:** The Library is a Wi-Fi-enabled area providing Internet connectivity to its fast-growing smartphones, notebooks, and laptops.
- **Donating Books:** The Library has initiated the campaign "Love your books, then share them" among the LUMS community to spare the knowledge. A donation shelf has been placed near the newsletter section. There are some terms and conditions to accepting the donation; donated books should be in good condition, and do not accept dirty, yellowing or 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 a 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 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, 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 downloaded 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.
- **Art Full Text** -http://search.ebscohost.com: Art Full Text is a comprehensive resource for art information featuring full-text articles from more than 300 periodicals dating back to 1995, high-quality indexing and abstracting of over 600 publications dating as far back as 1984, including 280 peer-reviewed journals, as well as indexing and abstracting of over 13,000 art dissertations. Indexing of almost 200,000 art reproductions provides examples of styles and art movements, including works by emerging artists. The database covers fine, decorative, and commercial art, folk art, photography, film, and architecture and includes a database-specific thesaurus.
- **Wiley Interscience** - http://onlinelibrary.wiley.com: It has over 1400 leading journals. It covers the full spectrum of science, technology, engineering, medicine, business, social sciences, and humanities.
- **CAS SciFinder -** https://scifinder-n.cas.org**:** CAS SciFinder is a comprehensive Chemistry and chemical engineering Database. SciFinder focuses on the literature in chemistry. It is produced and published by CAS: Chemical Abstracts Service, a division of the American Chemical Society. It also covers the subjects of biology and bioinformatics. Note: New users need to register for CAS SciFinder with their school email address using the following registration as a NEW USER. After registration, you will have a username and password to access CAS SciFinder. Please click the above CAS SciFinder and log in to access the platform. (The registration process is only once required)

- **HSTalks** - https://hstalks.com/: Henry Stewart Talks Ltd (HSTalks) is a leading provider of specially prepared, animated, online audio-visual lectures, seminar-style talks, and case studies for business and management schools, universities, and commercial enterprises in over 60 countries around the world. It also covers business and management journals.
- **SpringerLink** - http://www.springerlink.com: One of the world's leading online information services databases 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; searchable cited references date back to 1998. Additional full-text and non-journal content includes market research, industry, country, company profiles, and SWOT analyses.
- **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 the 1990s, with abstracts going back in some cases to the 1980s.
- **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 the current four years' content.
- **IEEE Xplore** - http://ieeexplore.ieee.org: IEEE Xplore provides full-text access to 132 IEEE and 45 IEE journals, magazines, transactions, conference proceedings, and 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 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 over 3.5 billion public records, including state and federal case law; codes and statutes; court documents, and extensive secondary materials.
- **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 present and past words. 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 the public and publicly-guaranteed debt to the World Bank Debtor Reporting System. The database covers external debt stocks and flows, major economic aggregates, key debt ratios, 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 more".

- **EastLaw:** EastLaw.pk is 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 the research a quicker, easier and more effective process. EastLaw.pk provides its users with the opportunity to research their preferred area of practice and the option to save it in their 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 the 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. Complete databases are dedicated to treaties, constitutions, case law, world trials, international trade, and foreign relations.
- **Oxford Bibliographies:** https://www.oxfordbibliographies.com/ Developed cooperatively with scholars and librarians worldwide, Oxford Bibliographies offers exclusive, authoritative research guides across various 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 multiple 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 worldwide. 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 humanities and social science publishers. MUSE pricing meets Library needs around the world.
- **ProQuest Social Science Premium Collection:** https://www.proquest.com/ This collection provides access to databases covering the 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 uses 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 online and print library materials. 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 the library catalogue and secure access to patron accounts. Users can conduct 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 interest.

- **Web Discovery Service** (https://search.ebscohost.com) The Web Discovery Service searches seamlessly across a wide range of local and online resources, including the 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 content 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 through electronic document delivery services, interlibrary loans, and cooperation arrangements with leading local and international libraries and information centers.

Citation Management Tools

Providing access to various citation management tools like Endnote, Mendeley, and Zotero through the Library is another step towards augmenting research activities at LUMS. This software facilitates 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 the selection of the most suitable one. Moreover, the Library facilitates in utilizing of the 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 new 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 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

The 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 damage.
- Please leave books on the table or the book trolley after reading. Please do not shelve the books.
- Complete silence should be observed except for brief and subdued talk with the library staff.
- 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.
- The Library is not responsible for any losses; please do not leave your belongings unattended.

Lending Rules

Students become members of the Library upon their admission at LUMS. However, they must 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.
- The 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 to reserve the book through iPortal.
- Reference material, CD-ROMs, annual reports, pamphlets, current and bound periodicals, IA (industrial advisory) reports, thesis/dissertations, student 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 cannot 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 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 fine of Rs.50/ for each extra hour is charged.
- Disciplinary Fine: Rs. 500/- on the first-time violation, Rs. 1000/- on the second-time violation. If the patron continues, the case will be referred to the Disciplinary Committee.
- Overdue and fine notices are sent through official email. The Accounts department only pays all library fines. 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 2 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.

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 facilities are 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, , 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 , ,, 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

Students have to use their respective campus ID and password to access Zambeel self-service from the web (https://zambeel.lums.edu.pk)

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 and hybrid 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 broadcast 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 develops 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 always used responsibly 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 an 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 disciplinary action including termination of the room computer node for an 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:

- Penalties 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
Head 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 the 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 cards 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 campus.security@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 the sole responsibility of the user. In the case of non-functional or worn-out cards, 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 cards 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 to work, he/she should visit LUMS security office adjunct main IN Gate. However, there would be a usage limitation applicable 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 the 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 campus.security@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 colspan="3">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:

Violation	Penalty		
	1st violation	2nd violation	3rd violation
Smoking outside of designated spaces	PKR 5,000 fine and written reprimand	PKR 10,000 fine	Suspension
Illegal Parking/ Speeding	PKR 3,000 fine	PKR 5,000 fine	Loss of car sticker and car entry
Littering	PKR 3,000 fine	PKR 5,000 fine	20 community hours cleaning up litter
Misuse of smart card, unauthorized access or facilitation of unauthorized access	PKR 10,000 fine	Suspension	Suspension
Unauthorized Use or Alteration of Emergency or Safety Equipment (including fire alarms and fire extinguishers) or False Reporting of Emergency			
Members of the opposite gender trespassing in hostels	Suspension	Suspension	Suspension
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: campus.security@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 done 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 an 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 for campus residents unless authorized in advance by the General Administration Department.
- The University assumes no responsibility for loss, theft or damage 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 the 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 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 a daily basis. The operation starts at 7am and ends at 10:30pm. PDC caters a 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, always supported by one male and female nurse, 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	campus.security@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
DES	Digital and Embedded Systems
ECON	Economics
EDU	Education
EDUX	Executive Education
EE	Electrical Engineering
ELM	Education Leadership and Management
EMBA	Executive Master of Business Administration
MATH	Mathematics
MBA	Master of Business Administration
MS	Master of Science
ACTA	Accounting and Analytics
BPP	Business and Public Policy
FMG	Financial Management
HMI	Healthcare Management and Innovation
SCRM	Supply Chain and Retail Management
TME	Technology Management and Entrepreneurship
PESG	Power Engineering and Smart Grid
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".



Office of the Registrar
Lahore University of Management Sciences
+92 42 3560 8000
www.lums.edu.pk