LUMS
A Not-for-Profit University

Learning *Without* Borders

# STUDENT HANDBOOK

## GRADUATE PROGRAMME | 2026-2027



## MESSAGE FROM THE VICE CHANCELLOR



Dear Students,

**Welcome to our university community.**

As you begin this new chapter, I encourage you to approach your years at LUMS with curiosity, courage, and compassion. This is a place where ideas flourish, identities are explored, and friendships are forged for life.

You will find opportunities to challenge assumptions, expand your worldview, and contribute meaningfully to society. We are committed to supporting your academic growth and personal development every step of the way. At LUMS, we celebrate diversity in all its forms and believe that our differences, of background, identity, and perspective, are a source of strength. Engage openly and respectfully in civil discourse and be willing to listen and learn from those whose experiences differ from your own. It is through these conversations that true understanding, and genuine community, are built.

In a world that often reduces education to a race for grades or credentials, I urge you to resist that temptation. True learning goes far beyond transcripts; it lies in the joy of discovery, the struggle with complex questions, and the persistence required to understand deeply. Strive not just to perform, but to grasp, reflect, and grow. The habits of mind you develop here, critical thinking, intellectual humility, and moral clarity, are what will stay with you long after the grades are forgotten.

**Welcome, and may this journey be transformative.**

Warmly,



Ali Cheema
Vice Chancellor, LUMS

## MESSAGE FROM THE PROVOST

Dear Students,

We are delighted to welcome you as you begin this important stage of your academic and professional journey and become part of a community that values excellence, intellectual engagement, and the pursuit of knowledge that creates meaningful impact.

Graduate education at LUMS is designed to challenge and inspire you. Through close engagement with distinguished faculty and collaboration with peers from diverse disciplines and professional backgrounds, you will deepen your expertise, sharpen your perspective, and develop the skills needed to address complex real-world challenges. Our graduate programs encourage critical inquiry, independent thinking, and research that contributes to both scholarship and society.

Beyond academics, your time at LUMS will offer opportunities to grow both personally and professionally. Whether through research collaborations, engagement with the wider LUMS community, career development initiatives, or participation in campus life, you will be part of an environment that encourages dialogue, innovation, and lifelong learning. We encourage you to make the most of these experiences and the connections you build along the way.

Your experience at LUMS will be shaped not only by the knowledge you gain, but also by the ideas you explore, the relationships you build, and the contributions you make to the community around you. We hope you approach this journey with curiosity, purpose, and determination, and will support you throughout your time at the University.

May your time at LUMS be intellectually rewarding, personally enriching, and a foundation for meaningful contributions in the years ahead.

Warm regards,



Dr. Tariq M. Jadoon
*Provost*, LUMS

**DISCLAIMER**

This catalogue represents the most accurate information available at the time of publication in August 2026. The University reserves the right to correct, or otherwise change any information without prior notice at its sole discretion.

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

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

## Vision

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

## Mission

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

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

# Core Values

**Merit**

LUMS adheres to merit as the sole criterion 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 enable 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 points of view and engage in a polite and respectful exchange of ideas and opinions.

**Excellence**

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

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## 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. The University is recognised for its high academic standards and quality, with special attention to access, relevance, and collaboration and an increasing focus on addressing 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 21$^{st}$-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. Recent initiatives across the University continue to advance interdisciplinary research and innovation in areas such as artificial intelligence, health, climate, sustainability, public policy, and inclusive development. Research by faculty is published in prestigious publications all around the world, and their work also informs policymaking at national and regional levels.

Beyond the classroom, 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 systematised 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 grown into a national and regional leader in business education. Named in honour of the late business leader and entrepreneur, Mr. Suleman Dawood, in recognition of the generous support extended by his family, the Suleman Dawood School of Business (SDSB) was the first business school in Pakistan to achieve international accreditation by AACSB – The Association to Advance Collegiate Schools of Business. For over a century, AACSB has been a global benchmark in evaluating business school quality based on programme relevance, impact, and overall educational experience. To date, only 6% of the world's business schools have earned AACSB accreditation. In 2024, AACSB renewed SDSB's accreditation, reaffirming the high quality of its academic programmes, which are aligned with global best practices in business education. As a premier AACSB-accredited institution, SDSB prepares graduates who lead, transform, and make a lasting impact on business and society.

The School's mission is to develop ethical and thoughtful leaders, influence practice and policy through knowledge creation, and provide a rigorous and engaging learning experience. Inspired by Harvard Business School's teaching philosophy, SDSB was among the first institutions in the region to adopt and advance the case method pedagogy within the local and regional context. Through active classroom discussion and engagement with real managerial and organisational challenges, students are encouraged to think critically, communicate effectively, and make informed decisions. SDSB maintains one of Asia's largest collections of management cases to support case method pedagogy. Alongside case-based learning, the graduate programmes integrate experiential and blended learning opportunities that connect classroom learning with practice. Regular curriculum reviews, informed by industry engagement and alumni input, help ensure that programmes stay relevant to evolving business and societal needs.

SDSB is committed to advancing management thought and organisational practice in ways that contribute positively to society. Supporting this vision, the Centre for Business and Society (CBS) serves as a dedicated multidisciplinary platform, fostering dialogue, research and engagement at the nexus of business and societal change and rethinking the role of businesses in creating sustainable societies. As part of its commitment to diversity and inclusion, SDSB offers a 50% tuition fee waiver to all women admitted on high merit to its graduate programmes. This policy places SDSB among the most forward-thinking business schools globally, aiming to expand access to graduate education and foster a more inclusive learning environment.
The Suleman Dawood School of Business offers the following graduate programmes:

- MBA
- Executive MBA
- MS with specializations in:
  - Financial Management
  - Healthcare Management and Innovation
  - Supply Chain and Retail Management
  - Technology Management and Entrepreneurship
- PhD in Management

Additionally, executive programmes offered through the Rausing Executive Development Centre (REDC) strengthen the connection between academia and industry. Through sustained engagement with business

leaders and organisations, SDSB faculty bring contemporary industry perspectives into the classroom, ensuring that the curriculum remains relevant to evolving business and societal needs.

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 do not just add value but create it. We look forward to supporting you throughout your journey at the School.

| **Graduate Programmes offered by SDSB** | | |
|---|---|---|
| **MBA**<br>**Graduation Requirement**<br>**22 Units** | MBA Core<br>MBA Elective<br>Total | 14 Units<br>08 Units<br>22 Units |
| **Executive MBA (EMBA)**<br>**Graduation Requirement**<br>**21.5 Units** | EMBA 1st Year<br>EMBA 2nd Year<br>Total | 09 Units<br>12.5 Units<br>21.5 Units |
| **MS Technology Management & Entrepreneurship**<br>**Graduation Requirement**<br>**33 Cr. Hrs.** | Core<br>Specialized Electives<br>Field Thesis or Electives<br>Total | 12 Cr. Hrs.<br>15 Cr. Hrs.<br>06 Cr. Hrs.<br>33 Cr. Hrs. |
| **MS Healthcare Management and Innovation Graduation Requirement**<br>**33 Cr. Hrs.** | Core<br>Specialized Electives<br>Field Thesis or Electives<br>Total | 12 Cr. Hrs.<br>15 Cr. Hrs.<br>06 Cr. Hrs.<br>33 Cr. Hrs. |
| **MS Financial Management Graduation Requirement**<br>**33 Cr. Hrs.** | Core<br>Specialized Electives<br>Field Thesis or Electives<br>Total | 12 Cr. Hrs.<br>15 Cr. Hrs.<br>06 Cr. Hrs.<br>33 Cr. Hrs. |
| **MS Supply Chain and Retail Management**<br>**Graduation Requirement**<br>**33 Cr. Hrs.** | Core<br>Specialized Electives<br>Field Thesis or Electives<br>Total | 12 Cr. Hrs.<br>15 Cr. Hrs.<br>06 Cr. Hrs.<br>33 Cr. Hrs. |
| **PhD Management**<br>**Graduation Requirement**<br>**Couse Work**<br>**30/33 Cr. Hrs (CGPA > = 3.0)**<br>**Research Work**<br>**27/30 Cr. Hrs**<br>**One Journal Paper**<br>**One International Conference**<br>**Two Research Seminars** | Core - Fall<br>Core - Spring<br>Core – Fall<br>Core - Spring<br>Total | 9 Cr. Hrs.<br>9 Cr. Hrs.<br>9 Cr. Hrs.<br>3 Cr. Hrs.<br>30 Cr. Hrs. |

# Mushtaq Ahmad Gurmani School of Humanities and Social Sciences

The Mushtaq Ahmad Gurmani School of Humanities and Social Sciences is the leading humanities and social sciences institution in the country, with an established reputation for producing scholars who have become leaders in understanding and shaping society. Over the decades, MGSHSS has earned an international reputation for rigorous scholarship and advanced research in the humanities and social sciences. A community of world-class scholars, the vibrancy of our teaching, the quality of our research, and an outstanding curriculum combine to produce graduate programmes of the highest international standards.

At the School, we strive to develop graduate scholars with the capacity to engage in rigorous inquiry, think creatively and critically about complex social issues, and contribute original scholarship to their fields. Through advanced study and research, our students will deepen their intellectual and professional potential and contribute meaningfully to the advancement of knowledge and the betterment of society in Pakistan and the wider region. MGSHSS aims to nurture principled, intellectually engaged, and socially responsible scholars who aspire to effect transformative change through rigorous scholarship, inspirational leadership, and engaged community participation.

MGSHSS comprises of two departments:

- Humanities and Social Sciences (HSS), and
- Economics (ECON)

The departments offer the following graduate programmes:

| **Departments** | |
|---|---|
| **Humanities and Social Sciences (HSS)** | **Economics (ECON)** |
| • M.Phil. Comparative Humanities<br>• M.Phil. Society Culture & Politics | • MS Economics 1.5 Year<br>• MS Economics 2.5 Year |

## 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)
- Artificial Intelligence (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 are available on the website.

| **Masters Programmes Offered by SBASSE** | | |
|---|---|---|
| **MS Biology**<br>**Graduation Requirement**<br>**30 Cr. Hrs.** | Major Cores<br>Major Electives<br>or MS Thesis<br>Total | 21-24 Cr. Hrs.<br>6-9 Cr. Hrs.<br>6 Cr. Hrs.<br>30 Cr. Hrs. |
| **MS Chemistry Graduation Requirement**<br>**30 Cr. Hrs.** | Major Cores<br>Major Electives<br>or MS Thesis<br>Total | 12-18 Cr. Hrs.<br>12-18 Cr. Hrs.<br>6 Cr. Hrs.<br>30 Cr. Hrs. |
| **MS Mathematics**<br>**Graduation Requirement**<br>**30 Cr. Hrs.** | Major Cores<br>Major Electives<br>or MS Thesis<br>Total | 24 Cr. Hrs.<br>6 Cr. Hrs.<br>6 Cr. Hrs.<br>30 Cr. Hrs. |
| **MS Physics**<br>**Graduation Requirement**<br>**30 Cr. Hrs.** | Major Cores<br>Major Electives<br>or MS Thesis<br>Total | 12-18 Cr. Hrs.<br>12-18 Cr. Hrs.<br>6 Cr. Hrs.<br>30 Cr. Hrs. |
| **MS Computer Science**<br>**Graduation Requirement**<br>**30 Cr. Hrs.** | Major Cores<br>Major Electives<br>or MS Thesis<br>Total | 15-21 Cr. Hrs.<br>9-15 Cr. Hrs<br>6 Cr. Hrs.<br>30 Cr. Hrs. |

| | | |
|---|---|---|
| **MS Electrical Engineering**<br>**Graduation Requirement**<br>**30 Cr. Hrs.** | Major Cores<br>Major Electives<br>or MS Thesis<br>Total | 9-18 Cr. Hrs.<br>12-21 Cr. Hrs.<br>6 Cr. Hrs.<br>30 Cr. Hrs. |
| **MS Digital and Embedded Systems**<br>**Graduation Requirement**<br>**30 Cr. Hrs.** | Major Cores<br>Major Electives<br>Application Electives<br>or MS Thesis<br>Total | 12-18 Cr. Hrs.<br>6 Cr. Hrs.<br>6 -12 Cr. Hrs.<br>6 Cr. Hrs.<br>30 Cr. Hrs. |
| **MS Power Engineering and Smart Grids**<br>**Graduation Requirement**<br>**30 Cr. Hrs.** | Major Cores<br>Major Electives<br>or MS Thesis<br>Total | 15-21 Cr. Hrs.<br>9-15 Cr. Hrs.<br>6 Cr. Hrs.<br>30 Cr. Hrs. |
| **MS Artificial Intelligence**<br>**Graduation Requirement**<br>**30 Cr. Hrs.** | Major Cores<br>Major Electives<br>or MS Thesis<br>Total | 9-15 Cr. Hrs<br>15-21 Cr. Hrs<br>6 Cr. Hrs.<br>30 Cr. Hrs. |

# Syed Ahsan Ali & Syed Maratib Ali School of Education

**Vision**

We seek to operate at the crucial nexus of research, policy and practice, by 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, who are 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, and collectively *Reimagine* an education reform agenda for Pakistan.

**About School**

The rapidly evolving education landscape of Pakistan is in a dire need for well-trained decision-makers and leaders, including school principals, school chain managers, policy analysts and implementers, and higher education administrators. Syed Ahsan Ali and Syed Maratib Ali School of Education as a key and emerging player is dedicated to developing strategic leaders and change makers in Pakistan and beyond. The school strives to achieve this vision through its diverse and culturally and geographically varied student body whose educational needs are fulfilled through rigorously curated curricula which are wholesome in academic and professional realms. Several departments work collaboratively to materialize the vision and create a meaningful student experience throughout the program. These departments include 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.

Since its inception, SOE has introduced an intensive full-time MPhil Education Leadership and Management (ELM) program, as well as various undergraduate minors in Education. The formation of the graduate program at SOE ensued from the increasing demand for educational services and the subsequent growth of the education sector in Pakistan. For this purpose, SOE aims to cultivate a new generation of educational leaders who will provide strategic direction to the burgeoning education ecosystem. Grounded in rigorous course work that is deeply connected to the practice through course specific components as well as the mandated comprehensive one-year field experience, these programs enable students with indispensable skills to become policy researchers and reflective practitioners. This opens doors for graduates to access opportunities that enable them to make a positive impact on the educational landscape.

Marching on its mission, in 2021, the school successfully launched an intensive full-time MPhil Education Leadership and Management (Weekend Track) programme, as well as a specialized stream within the undergraduate minor in Education focused on Policy, Politics, and Governance. In 2022 SOE successfully introduced an additional stream, the undergraduate Minor in Education with a focus on Curriculum and Instruction. As part of the expansion plan, SOE introduced a new stand-alone minor in Inclusive Education as well, in 2023. Beginning in the academic year 2025–26, SOE is updating its undergraduate minor offerings to provide students with more focused and relevant pathways in the field of education.

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 work. 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. Placements in these varied settings create a rich and varied learning experience to our students.

| Graduate Programmes Offered by the School of Education (SOE) | | | |
|---|---|---|---|
| **Programme** | **Track** | **Graduation Requirements** | **Credit Hours** |
| **MPhil Education Leadership and Management** | Regular | Core Courses<br>Elective Courses<br>**Total** | 27 Cr. Hrs.<br>9 Cr. Hrs.<br>**36 Cr. Hrs.** |
| | Weekend Track | Core Courses<br>Elective Courses<br>**Total** | 27 Cr. Hrs.<br>9 Cr. Hrs.<br>**36 Cr. Hrs.** |

## Shaikh Ahmad Hassan School of Law

The Shaikh Ahmad Hassan School of Law (SAHSOL) at LUMS is committed to advancing legal education through academic excellence, rigorous scholarship, and public engagement. As one of LUMS' five Schools, SAHSOL provides a dynamic intellectual environment that combines innovative teaching with interdisciplinary research and critical inquiry into the institutional, social, political, and economic dimensions of law.

Marking over two decades of legal education, SAHSOL has established itself as one of the region's leading law schools. Its distinguished faculty are actively engaged in legal scholarship, policy development, and professional practice, enriching the learning experience through research-led teaching. Housed in a purpose-built law school building with state-of-the-art facilities, the School offers students an environment that supports academic excellence, collaboration, and professional growth.

The Master of Laws (LL.M.) programme at the Shaikh Ahmad Hassan School of Law (SAHSOL) is envisioned as a program for advanced legal education and scholarship, fostering rigorous legal research, critical inquiry, and interdisciplinary engagement. Building on SAHSOL's tradition of academic excellence, the programme seeks to develop legal professionals and scholars equipped to address complex legal challenges in national and global contexts. Through advanced training in legal analysis, research, and writing, the programme aims to cultivate graduates who contribute meaningfully to the advancement of legal knowledge, the administration of justice, and the advancement of responsible public policy.

The Master of Laws (LL.M.) programme is designed for law graduates and legal professionals seeking advanced training in legal research, writing, and analysis. The programme provides an intellectually demanding curriculum that enables students to deepen their understanding of law while developing the analytical, research, and practical skills necessary to achieve success in a rapidly changing regulatory environment.

Comprising 30 credit hours of coursework and supervised research, the programme combines core courses in legal and interdisciplinary research methods with a broad range of elective offerings. Students may tailor their studies in consultation with faculty advisors, exploring areas such as constitutional and administrative law, business law, criminal law, international and comparative law, legal theory, human rights and others. The programme also offers opportunities for supervised independent research, including the option to complete an LL.M. thesis involving original legal scholarship, alongside clinical and experiential learning that connects legal theory with practice.

| LL.M. Programme (Course-oriented) | | | |
|---|---|---|---|
| **1st Semester \| Fall Term** | | **2nd Semester \| Spring Term** | |
| Advanced Legal Writing | 3 credits | Legal Research and Methodology | 3 credits |
| Law Elective | 3 credits | Law Elective | 3 credits |
| Law Elective | 3 credits | Law Elective | 3 credits |
| **3rd Semester \| Fall Term** | | **4th Semester \| Spring Term** | |
| LL.M Seminar | 3 credits | Law Elective | 3 credits |
| Law Elective | 3 credits | Law Elective | 3 credits |
| **LL.M. Programme (Research Intensive)** | | | |
| **1st Semester \| Fall Term** | | **2nd Semester \| Spring Term** | |
| Advanced Legal Writing | 3 credits | Legal Research and Methodology | 3 credits |
| Law Elective | 3 credits | Law Elective | 3 credits |
| Law Elective | 3 credits | Law Elective | 3 credits |
| **3rd Semester \| Fall Term** | | **4th Semester \| Spring Term** | |
| LL.M Seminar | 3 credits | Thesis | 6 credits |
| Law Elective | 3 credits | | |
| Total | | 30 Credits | |

* *The following table provides an indicative semester-wise structure of the LL.M programme under the Course-Oriented and Research-Intensive tracks. The actual sequence and distribution of courses may vary based on the number of credit hours undertaken by a student in each semester*.



# 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 16 weeks. A class scheduled twice a week has 30 sessions in the semester, 15 class sessionsfor 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 takenin 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. The Course Memo is available on the Registrar Office Portal through the following navigation:

http://portal.lums.edu.pk/RegistrarOffice > Documents to Download

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. The Course Outlines are available on the Registrar Office Portal through the following navigation.
http://portal.lums.edu.pk/RegistrarOffice > Documents to Download > Course Outlines

## 2.3 Online Course Evaluations by Students

The University's Evaluation Framework reflects its ongoing commitment to enhancing academic experience

through a more consistent, transparent, and meaningful evaluation process across all courses and programs. As per this framework, evaluations are conducted twice:

**Mid-Semester Feedback:** As part of this framework, Mid-Semester Feedback is collected during the last 5 minutes of in-class sessions. Faculty and course instructors are kindly encouraged to allocate this time during their scheduled classes to facilitate student submissions. Students will be able to submit their feedback through the designated online link within a one-week window, till the deadline. Following the closure of the student feedback window, faculty will have two weeks to provide a consolidated response to their students. This faculty response window will run from Week 7 through the end of Week 8 of the semester. Following a similar process to the Mid-Semester Feedback, the Final Evaluation will be conducted ONLINE in the last 10 minutes of your regular in-class sessions during the last two (02) weeks of the semester

**Final End-Term Evaluations:**
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 the 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 drops are not allowed on this day except by approval (please see below).

#### 4.1.3 Drop Only period[1]

This period runs from the 9th day of the semester till the end of 5th week of the semester. Students can drop courses up to their specified minimum enrollment limit.

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

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

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, within the drop only deadline, without 'W' grades on the transcript.
- Withdrawal from all courses in a semester, approved by OSA, owing to extenuating circumstances, within the withdrawal deadline, 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 longer 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 study plan 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 off counts towards the maximum academic duration of the MS programme.**

The probationary status of a student remains the same on re-joining LUMS after taking a semester off. In 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 the 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 options are available.
- **SOE MPhil (Regular)/ MPhil Programme (Weekend Track):** 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, ineffect, 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 till the last day of course withdrawal period (as mentioned in the university timeline), 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 as mentioned below:

**a) In the case of circumstances beyond students' control** (such as family emergencies etc.), supporting documents must be uploaded to verify the issue. These documents could include letters from family members, legal documents, or any other relevant evidence to substantiate the claim.

**b) For medical or health-related issues,** students are required to submit treating physician or psychiatrist prescription and recommendation to justify their need for withdrawal. This could involve medical recommendation, treatment plans, or any other medical documentation supporting the student's condition and its impact on their ability to continue with their studies.

These documents are then verified by the Office of Student Affairs (OSA), which approves or declines the application after seeking input from the 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.
Once an application for withdrawal is approved, the Office of Student Affairs (OSA) issues a withdrawal letter to the student. In some cases, students with medical or health-related issues may be granted a withdrawal with conditions for rejoining.

For details on the rejoining procedure, please refer to section | Rejoining Process for Semester Withdrawals on Health Grounds.

Note: The degree completion time criterion is not relaxed

### 5.3.1 Rejoining Process for Semester Withdrawals on Health Grounds

OSA may grant students a semester withdrawal for health or other reasons; in such circumstances, rejoining conditions may be given. Students withdrawn for health reasons, when planning to rejoin, are required to submit treatment documentation and an academic plan approved by the school's advising unit to the OSA at least two weeks prior to the start of the semester they intend to rejoin. These requirements are verified

by the OSA, and upon successful verification of documentation, students are required to undergo an in-person or online rejoining assessment facilitated by either the Counselling and Psychological Services (CAPS) or the LUMS Medical Center (LMC), coordinated via the OSA. Upon successful completion of the above steps and recommendation received by CAPS/LMC, and upon OSA approval the Office of Registrar may allow the student to resume studies.

### 5.3.2 Conditional Rejoining

Conditional rejoining is given by the OSA on the following basis:

a. **Health Grounds:** students who were given a semester withdrawal with specified rejoining conditions may be allowed to rejoin if, upon their return, their health requires ongoing engagement with a structured support or treatment plan to manage their challenges and support their academic progress and well-being. Students must adhere to the conditions outlined by the OSA to continue their studies.

b. **Geographical Connectivity Issues:** In cases where the relevant offices or departments were unable to conduct an online rejoining assessment due to connectivity issues at the student's end — specifically arising from their geographical location — the OSA may allow conditional rejoining for the student to enroll in the upcoming semester. Students granted conditional rejoining on this basis must complete a mandatory assessment with LMC/CAPS during the add/drop week. The OSA will communicate this requirement via email. Failure to complete the assessment will result in the student's enrollment being jeopardized. In the event of noncompliance, the student will be administratively withdrawn from the semester, and the original rejoining conditions will remain in effect.

### 5.3.3 Conditional Approval of Continued Enrollment

Conditional approval of continued enrollment is required for students whose health challenges (psychological and/or physical) may not warrant a semester withdrawal but are nevertheless significant enough to impact their academic and social functioning on campus to an extent where ongoing and regular engagement with health services and professionals is deemed necessary, as determined by Office of Student Affairs (OSA).

This requires students to have ongoing engagement with a structured support/treatment plan and to keep OSA proactively apprised of this engagement. This arrangement allows the student to remain supported by healthcare professionals, manage their symptoms appropriately and thereby have the opportunity to remain engaged in their studies. Where required, the student may also be referred to the Office of Accessibility and Inclusion (OAI) to explore and implement reasonable academic accommodations that support their continued participation in the academic environment.

**Non-Compliance and Enrollment Review:** Failure to meet the above requirements (of remaining engagement with a support/treatment plan and to keep OSA proactively apprised of this engagement) may lead to a formal review of the student's enrollment status. Potential outcomes include Involuntary semester withdrawal or other interventions to support student's well-being.

## 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 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 program if, according to the judgment of the University officials which includes Departmental Graduate Programme Committee (DGPC), Dean Office of Student Affairs (OSA), the student:

- Poses a threat to the lives or safety of themselves or other members of the LUMS community.
- Has a medical/psychological condition that could likely worsen due to the academic and/or living environment at LUMS.
- Exhibits behavior stemming from a medical/psychological condition that seriously interferes with their own education and that of other LUMS community members.

The school's DGPC may route such cases through the Dean OSA.

The involuntary withdrawal process is initiated after thorough verification by the school's DGPC, and other relevant University officials.

For students who are issued involuntary withdrawal with rejoining conditions, please refer to section 'Rejoining after Semester Withdrawal through OSA on Health Grounds'

### 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 longer deemed a regular LUMS student.

### 5.5.2 Involuntary Withdrawal from the Semester

In cases where students are determined to be capable of recovery or coping, they are given involuntary semester withdrawal. Such students are allowed to rejoin after that specific period based on their compliance with the rejoining conditions and verification by the OSA.

For further details on the rejoining procedure, please refer to section | Rejoining Process for Semester Withdrawals on Health Grounds.

Note: The degree completion time criterion is not relaxed.

## 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 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 a 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 the 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[2] 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 study plan 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[3]). 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.*

## 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.

[2] For course load in MS-Economics 2.5-year programme, MPhil ELM(regular)/ MPhil ELM (weekend track), and SDSB MS Programmes please refer to the respective school sections.

[3] For further details on Part Time Students, please refer to section, Full-Time and Part-Time Students under SBASSE.

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 wishes but one particular course can only be repeatedonce.
- 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 7$^{th}$ 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 three calendar days 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 the course instructor** may initiate a Grade Change Petition within the specified deadline, using the Grade Change Application on Zambeel (Zambeel → Navigator → Menu → Grade Change Petition → Initiate Grade Change Petition). Please note that **department staff or TAs are not authorized to initiate on behalf of the instructor**.

The petition must be approved by both the **Head of Department** and the **School Dean** for the grade change to come into effect. If the instructor is no longer associated with LUMS, the Head of Department is authorized to review and process 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.

**Graduate Programme Council's Terms of Reference (TORS)**

LUMS Faculty Council constituted Graduate Programme Council (GPC) to develop policies for all graduate programmes. The key responsibilities of GPC, as defined in its charter, include:

- To advocate and promote graduate and postdoctoral education,
- To serve in an advisory role to the Vice Chancellor, the Provost, the Deans, and other members of administration on the matters related to graduate students and programmes,
- To act as a committee of the Faculty Council in considering the proposals for new graduate degree programmes and major changes in the existing programmes.
- To recommend policies governing graduate programmes, graduate student teaching, and graduate student life,
- To recommend procedures and policies for allocating university wide graduate scholarships, and
- To establish procedures for reviewing and making decisions on graduate student petitions, appeals, and grievances.

In fulfilment of the duties defined in its charter, GPC is responsible for a) maintaining and updating the graduate programmes handbook with respect to the programmes policies, and b) ensuring implementation of the programme policies. GPC defines the following guidelines as a set of working principles and practices expected to be adhered to by all schools and administrative offices.

The handbook policies for a graduate programmes should at minimum contain the following information:

- Exact title of the programme and a brief description defining the focus and objectives of the program are specified.
- Programme structure: the division of programme into core/fixed courses, elective courses, and thesis/project is specified. For core courses, titles and credit hours are described. For elective courses, some illustrative course titles are described. For thesis/project, illustrative scope and objectives are described. Offered specializations (major/minor if any) are described, along with illustrative courses.
- Admission requirements and process are described.
- Graduation requirements in terms of total credit hours distributed along programme structure are described.
- The type of programme (full-/part-time, regular, weekend, online, hybrid, or other) is described.
- The grading scheme (absolute or relative) for the programme is described. A grading scheme defines—and should be consistent with—the orientation of a programme. The grading scheme and components for a course are defined in the course outline at the time the course is scheduled to be offered.
- Programme policies are fully described, and student consent is obtained in writing. All requirements impacting the academic performance of a student, including grading, promotion (to different stages in a programme), probation, separation, and readmission conditions are clearly and completely specified. All such conditions and policies are communicated to students in writing before the commencement of academic activities. Formal, written, students consent on fully understanding the specified conditions and committing to meeting those conditions is obtained before they begin the impact-bearing academic activities. Exceptions in the applicable policies are obtained from GPC.

All changes in the minimum requirements specified above are initiated and approved by GPC, well in advance such that (potential) students are adequately informed while making decisions.

Registrar's Office (RO) is responsible for the implementation of programme policies and for ensuring that changes in the minimum requirements in programme policies as specified above are approved by GPC. RO also acts as the secretariat for GPC.

GPC has defined policy guidelines for developing new graduate programmes and for seeking exceptions for

students from application of programme policies under specified conditions. The policy guidelines are available from the RO.

## 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 affect 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 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 as 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 the 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 the status of his/her clearance in Zambeel. If dues are pending, the 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 in 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 Walking In Convocation

**Purpose**:
The purpose of this policy is to establish guidelines for allowing students, who have not yet completed their graduation requirements, to walk in the Convocation procession with their batch and to attend the ceremony, henceforth referred to as “Walking in the Convocation”.

**Eligibility Criteria:**
Students who are within two courses of completing their graduation requirements by the end of the immediately following summer semester, and are enrolled in these courses, may be allowed to participate in the LUMS Annual Convocation. Graduate students with an ‘I’ grade in the Spring semester will only be allowed if they intend to complete their thesis in the immediately following summer semester. This is subject to the approval of the respective departments.

**Degree Conferral:**

a. The names of such students will not be called out during the current Convocation ceremony in which they are walking, nor will they be called up on the stage.
b. Their degree will be formally conferred as part of the subsequent convocation once they have met all degree requirements. These students will have the option of attending that convocation ceremony once their name is formally part of that year’s final list of graduating students.

## 16.7 Awarding a Posthumous Degree

**Purpose**:
The purpose of this policy is to establish guidelines for awarding a posthumous degree to a student who has unfortunately passed away prior to the completion of his/her degree requirements, henceforth referred to as "Posthumous degree”.

**Criteria:**

a. The deceased student, if an undergraduate, must have attained junior level status in his/her respective programme (i.e. junior in undergraduate (BSc (Hons)/BS/BA programmes or 1st year Law in the B.A.-LLB (Hons) programme).
b. A graduate student should have completed two-thirds of the degree requirements.
c. Doctoral students, who have advanced to candidacy, may qualify for a posthumous degree.
d. The deceased student must have been in good academic standing in their academic program. (This translates to a minimum CGPA of 2.0 for an undergraduate student, and 2.5 for a graduate student).
e. The deceased student must have no record of pending or previous (serious) disciplinary action.

**Degree Conferral:**

a. The deceased student's degree will be conferred during the graduation ceremony.
b. An invitation to attend the ceremony and receive the degree on behalf of the deceased student will be sent to his/her parents. A family member may collect the degree on stage.

## 16.8 Awarding Degrees in Absentia

**Purpose:**
The purpose of this policy is to establish guidelines for awarding degrees to students who are unable to attend the graduation ceremony in person, henceforth referred to as "degrees in absentia." This policy

ensures that deserving candidates receive their degrees without the need for physical presence at the ceremony.

**Eligibility Criteria:**

a. Students eligible for degrees in absentia must have fulfilled all academic requirements for their respective degree programs.
b. Subject to the completion of degree requirements, the student's name is added to the final list of graduating students for that year.

**Degree Conferral:**

a. The student's degree will be conferred during the graduation ceremony.
b. The student's name will be called out on the stage. No individual except the student can collect the degree on stage.
c. The degree conferred in absentia holds the same status and recognition as degrees conferred in person.

### 16.9 Degree before Convocation (DBC)

Upon successful completion of degree requirements and issuance of final transcript, the student can apply forhis/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.

### 16.10 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 remains, the highest number of A+ grades obtained in 3-4 credit hour courses will be eligible for the medal.
- If the tie remains, then the highest number of A grades obtained in 3-4 credit hour courses will be eligible for the medal.
- In case the tie still remains, both students will receive the gold medal.

At the time of graduation, students with 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 or circumstances beyond a student's control; 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 time periods 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

**Petition for any known-in-advance event/activity** (e.g. sports tournament, extra-curricular commitments, weddings, and any other known-in-advance activity) must be submitted to SSS as soon as the event/activity date is known and no later than one week prior to the instrument date/deadline (note: this deadline includes all required documents, so students should plan well in advance of this deadline). This is required out of courtesy to course instructors, so they can also plan accordingly in advance. Please note that petitions after the instrument deadline will only be entertained for unanticipated emergencies that could not have been planned for in advance.

**To petition for any unforeseen emergencies,** the student or someone on their 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 petition for instruments whose dates/ deadlines fall outside the timeline as mentioned in the above situations will not be processed. 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 or Program and when to request SSS (with possible outcomes in each scenario).**

The request must be submitted to the Instructor or Program (i.e. the Program Coordination Office/Deans' Office/Advising unit) 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 and program 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 in all courses/programs (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 or Program (i.e. the Program Coordination Office/Deans' Office/Advising Unit) shall have the prerogative to ascertain the circumstances and determine the path forward for the student in that course. The respective roles of the program vs the course instructor is the prerogative of the school; per school policies, the program may play a supportive role (i.e. guiding the instructor on how to handle the situation, but leaving the determination to the instructor's discretion) or the program may play a determinative role (i.e. deciding the outcome and informing the course instructor/student). In either case, Student Support Services will not process such petitions and therefore students should contact the course Instructor or Program directly as soon as possible, ideally prior to the instrument's deadline (for any known-in-advance activity) and no later than 3 days (for unanticipated emergencies) after the deadline for the instrument for which relief is being sought. In these cases, the instructor or Program should make a determination per school policies and communicate with the student within a week of receiving the request. Instructors/Program 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).
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. Instructors are encouraged to consult their Program Coordination office/Dean's office/School's advising unit or HoD about: a) school-level policies and guidelines for handling student requests that constitute 10% or less of the course grade; or b) how best to accommodate a student whose petition has been approved by OSA.

**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 petition-submission must adhere to the deadlines mentioned in the section above titled "Process of petitioning and associated timelines" (i.e. for any known-in-advance activity, the submission must occur as soon as the date is known and no later than a week prior to the instrument deadline – and for unforeseen emergencies, the petition must be submitted as soon as possible and no later than 3 days of the instrument date/deadline).

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.

Once approved, the instructor or Program will be notified, and they 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).

**Note:** 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 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 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 resuming 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 deciding 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 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 students regarding the decision. Petitions will not be entertained for the 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. Extra-Curricular Activities

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 per the deadline mentioned in the section above titled "Process of petitioning and associated timelines" (i.e. for any known-in-advance activity, the submission must occur as soon as the date is known and no later than a week prior to the instrument deadline. Note: students can be allowed to participate in activities like conferences if endorsed by their faculty adviser or their School's advising Unit/Dean's office (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. The deadline will be determined per the "Process of petitioning and associated timelines" section above (i.e. if the interview date was known in advance, then the petition should be made as soon as the date is known and no later than a week prior to the instrument; if the interview date was communicated at the last minute, then the petition must occur as soon as the student knows and no later than three days after the instrument date/deadline). 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, umrah and leisure trips 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 nikkah/mehndi, barat and walima. As mentioned above in "Process of petitioning and associated timelines" all documentation must be provided as soon as the event dates are set and no later than one week before the instrument date/deadline. 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 for through better 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, opendialogue, accessibility, and through maintaining the integrity of the University's processes. This is madepossible 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 accessor 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 missionof 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 integral members of the LUMS community, and they are entitled to numerous privileges and rights. However, they also bear the responsibility to conduct themselves in an honorable, ethical, and appropriate manner, and to adhere to 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 considered violations 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

It is mandatory for every student, alumnus, and student organization to understand and adhere to this Code of Conduct. Ignorance of the Code of Conduct will not be accepted as a valid defense during disciplinary proceedings. Queries seeking clarifications regarding this Code of Conduct may be addressed to: osa@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, such as probation, separation or expulsion from the university. A student expelled 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 while on campus and present them upon entry. They are obliged to show their ID 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, except for the designated Smoking Zones located throughout the campus. Smoking is not permitted outside these zones. 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 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 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 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 adhere to the security rules, regulations, and behavioural norms of the University. Guests must not possess or consume any type of contraband within LUMS. If a violation occurs, the host will be held responsible for their actions. Please refer to the 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 at osa@lums.edu.pk.

## 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 specific categories of misbehaviour that may result in penalties and further violations. The list below is not exhaustive. The University reserves the right to penalize behaviour that does not align with the Student Code of Conduct

In the case where the 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 favours or other verbal or written communication or physical conduct of a sexual nature, or sexually demeaning attitudes, causing interference with work performance or creatingan 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. Bullying** refers to hostile and abusive behaviour usually across a power-differential, that involves harmful interpersonal aggression—through words or actions—that humiliates, degrades, demeans, intimidates, or threatens an individual.
Such conduct must be severe or pervasive enough to create an intimidating, hostile, or abusive environment

that denies equal access to educational or workplace opportunities. It may include, but is not limited to:

- **Hurtful or abusive expression**– for example, name-calling, personal attacks or public shaming.
- **Intimidating physical gestures or threats** – like yelling, getting too close to someone aggressively, or unwanted physical contact.
- **Excluding or isolating someone** – especially if it damages their reputation or makes it harder for them to do their work or studies.
- **Trying to harm someone's image or success** – for example, spreading false information, sharing private details to embarrass them, or interfering with how they are seen by others or their academic/professional progress.
- **Cyberbullying**, which includes using social media or digital platforms to harass, embarrass, or threaten someone (e.g., abusive messages, impersonating someone, cyberstalking or public shaming.

This policy on bullying does not restrict constructive feedback, academic critique, managerial decisions, or reasonable disagreements that are part of academic and professional life.

**d. Defamation:** Defamation involves making a false or unverified statement about a university community member to a third party, resulting in reputational harm, including hatred, contempt, or loss of goodwill. It can be verbal, written, or digital and includes spreading false information, making unverified public accusations, publishing harmful falsehoods online, or maliciously sharing private information.

This policy on defamation does not restrict protected free expression, academic discourse, or reasonable criticisms made in good faith regarding a person's professional or academic conduct. However, statements must be factual and not intentionally misleading or false.

**e. Hazing or Ragging**, which constitutes initiation rituals that involve abuse and that humiliate and violatethe 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.

**f. 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 factorin 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 violationof the code of conduct because of a preceding set of events that might cause a reasonable individual tolose self-control.
* Intimidation refers to menacing behaviour or threats of harm to self, to others or topersons related to them, often as a means of coercing the target to acquiesce in the perpetrator's demands.

**g. Photographing** or Recording (audio or video) of others without consent in places where there is a reasonable expectation of privacy isnot allowed.

**h.** 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.

**i.** 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 to set 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 students' 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, eateries, 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, as another person in an examination or to access any facility, resources, or to mislead another person.
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 represents someone else's work as your own. Copying someone else'swork, without appropriate citation, will constitute plagiarism. At LUMS, training in understanding 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, makingan 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 with any standards of academic honesty imposed by a faculty member ora 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.

Plagiarism usually takes one of these forms:

a) Incited idea: passing off someone else's idea as your own.
b) Incited information or data from a source: not acknowledging the source of any fact, figure, event, statistical data or information provided.
c) 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.
d) Misrepresenting evidence: information from a source that has been changed or taken out of context to suit your paper/argument
e) Dual submission: submitting the same paper or parts of a paper to more than one course/instructor.
f) 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.
g) 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 the 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 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.

**Right of the Accused:** The accused has the right to be treated respectfully and professionally by the committee and staff throughout the disciplinary process.

### 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 Disciplinary Committee Support Unit at dc@lums.edu.pk. It is desirable that complaints be filed as promptly as possible after gaining information about the alleged misconduct. If 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 semester, including the summer semester, to prevent any delay in the case hearing.

2. Review of Complaint: The Convener of the Disciplinary Committee shall review each complaint to determine whether or not a potential violation of the Code of Conduct has occurred, the Convener can decide on one of three courses of action: (a) initiate disciplinary proceedings, if the Code of Conduct may have been violated; b) dismiss the complaint, if no violation of the Code of Conduct is suggested (c) refer the complaint to an administrative department for imposition of pre-approved sanctions that the department is authorized to enforce.

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: As a university, LUMS is committed to truth, and this commitment extends to disciplinary proceedings. All parties to disciplinary proceedings – including the accused – must remain committed to the ideal of truth-seeking and honesty. This means: all statements and information provided must be truthful. Providing false information or making false statements may result in disciplinary action, including but not limited to perjury charges if applicable. (**Note:** while everyone engaged with the proceedings – including the accused – are encouraged and expected to always tell the truth, disciplinary proceedings only penalize wrong or untruthful information/statements and do not penalize silence or withholding of information). Any information provided by the accused, their representatives and witnesses during the investigation will be considered as part of the disciplinary process and may be used as evidence as appropriate.

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 students 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. Student Representative: The accused may be accompanied at the Committee hearing by a student representative, who must be a current student at LUMS. The representative must render his or her services voluntarily and not charge the accused for this service. The same representative cannot appear for more than one defendants or witnesses in the same disciplinary case. The representative may advise the accused, but may not directly participate in the hearing, unless requested by the Convener of the Disciplinary Committee. For detailed guidelines, please contact the DC Support Unit at dc@lums.edu.pk.

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. However, an accused or a complainant cannot name a witness without their consent.

5. Status Pending Disciplinary Proceedings: During any disciplinary proceeding, the status of students or organizations accused of misconduct shall remain unchanged. Students accused of misconduct shall retain their right to be present on campus and attend classes, with suspension only considered by the Vice Chancellor if compelling reasons exist to protect the student's physical or emotional well-being, or the safety and welfare of the University community. Similarly, the status of organizations accused of misconduct shall not be altered, unless the Vice Chancellor deems suspension necessary to safeguard 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.

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, whichpossesses

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, wherea 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: University bears the responsibility of proving the alleged misconduct against a student or organization by a preponderance of the evidence presented at the hearing. 'Preponderance of the evidence' means that the evidence, when considered as a whole and assessed impartially, persuades the Disciplinary Committee that the alleged misconduct is more likely to have occurred than not. This determination does not rely on the quantity of witnesses but on the overall convincing nature of the evidence. If the evidence is equally balanced or favors the accused, the University has not met its burden of proof. The Disciplinary Committee should evaluate all relevant evidence, not just that provided by the University, to decide if the University has sufficiently proven its case. This includes considering evidence that supports the University's position on a contested issue, even if this evidence is presented by someone other than the University.

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 maydelay the vote on a matter for ensuring better participation of Committee members, or to seek moreevidence 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.

    The decisions of the Committee shall be communicated to the accused in writing via email and letter. In some instances, the decision shall also be conveyed in person, in addition to the written communication

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 informationabout 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 bymaterial evidence.
- Attempt to conceal an offense after the initial offense has occurred.
- Any repeat offence 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. Disciplinary Warning: A formal admonition that does not become part of an individual's permanent record, butthat 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, suspension with preconditions for return, 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: A form of restorative or corrective action from the individual responsible for the misconduct. This involves engaging in activities that benefit the community as a means of making amends for their actions. Community services hours include serving within LUMS i.e. library, housing, etc.

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. Revocation of privileges: Loss of privileges, whether imposed as a standalone penalty or as part of a broader disciplinary action, may involve temporary or permanent restrictions. These restrictions may include:
   - Access to campus facilities, Participation in extracurricular activities, and
   - Holding positions of responsibility, such as teaching or research assistantships, student council roles, or other leadership positions.

   The duration of the revocation depends on the nature and severity of the offense and may range from one semester to two years or extend until the completion of the student’s degree program. The Disciplinary Committee determines the specific penalties and duration during the formal hearing process.

10. Suspension with pre-conditions for returning: 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: Removal from the University for a specified period, such as a semester or an academic year. The goals of separation include the following: i) giving the student time away from the community for reflection and growth before returning to the University community (when the misconduct is serious and requires a period of reflection on the community's values, the privilege/ responsibilities entailed in its membership, and the harm done to the community when these values are violated); ii) and/or safeguarding campus safety; iii) and/or fostering accountability to deter future misconduct.

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

13. 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.

14. Suspension or dissolution of a student organization: Suspension or dissolution of a student organization may result in loss of recognition, funding and privileges, as well as disbandment of leadership and termination of affiliation with external entities, contingent upon the severity of misconduct and university policies. Such cases are referred to the Dean OSA to decide or make appropriate referral to the Disciplinary Committee.

    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 re-examine 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, the power dynamic not only helps 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.
x. discrimination on the basis of gender, which may or may not be sexual in nature, but which may embody a discriminatory and prejudicial mind-set or notion, resulting in discriminatory behaviour on the basis of gender against the complainant.

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

### Dean's Message



Welcome to the Suleman Dawood School of Business (SDSB) at LUMS! We are delighted you are here, joining a community driven by purpose, innovation, and a commitment to making an impact, not just in the business world, but within society at large. In a world increasingly driven by automated systems and structured frameworks, our graduate programs offer a space to reconnect with intellectual curiosity and independent critical thinking.

Whether you are here for our transformative two-year MBA for early-career professionals, our Executive MBA for mid-career leadership, or our 1.5-year specialized Master of Science programs, you are joining a rigorous ecosystem. Our academic pathways, from case-based experiential learning to specialized weekend programs for working professionals, are unified by a single objective: to blend business fundamentals with the advanced expertise required to innovate and lead. You will be challenged to move beyond conventional answers and develop the critical insight needed to ask the questions that haven't yet been explored.

This journey requires rigorous engagement with the friction between innovation and its unintended consequences. We expect you to scrutinize the "dark side" of efficiency and growth with the same intensity you bring to the promise of each. Whether your trajectory leads toward executive leadership or top-tier research, your success will be measured by your ability to navigate these ethical and systemic tensions.

We are looking for scholars and leaders who do not merely adapt to the world as it is, but who possess the resilience and technical depth to redefine it. As you step into this community, I invite you to embrace the discomfort of this intellectual stretch. We are here to provide the platform and the rigor. The agency to shape the future rests with you.

Warm regards,
**Dr. Muhammad Adeel Zaffar**
*Dean, Suleman Dawood School of Business LUMS*

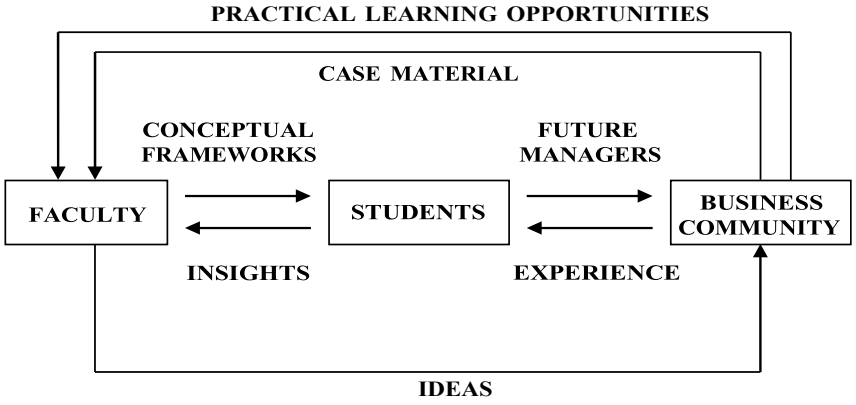
## 1. The Learning Cycle for MBA and EMBA Students

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

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 contacthours. First Year of the MBA programme consists of core courses. Second Year of the MBA programmemay 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 SummerInternship are all compulsory requirements for graduation.

The MBA Programme meets all the HEC guidelines, and our MBA programme is also accredited withNBEAC (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. conceivinga concept, testing a concept, commercializing a concept, and eventually generating operating profits.

Experiential Learning III – Management 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 beencouraged to work at the company premises whenever practical to obtain relevant exposure and valuableinsights. 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. My Startup/Entrepreneurial ventures will be allowed subject to the approval from the MBA Programme Director. 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 given table:

| 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 finalized |

* **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.

**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.

**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.

**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 **1.5 LPs** in semester III coursework, it will result inautomatic 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.

**LP**s 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 MBA Programme 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. Moeen Naseer Butt | moeen.butt@lums.edu.pk |
| Programme Coordination Lead | Azhar Rashid Abbasi | rabbas@lums.edu.pk |
| Programme Coordination Specialist | Maliha Ahmed | maliha_ahmed@lums.edu.pk |
| Programme Coordination Specialist | Muhammad Rehman Siddique | muhammad.rehman@lums.edu.pk |
| Head of Communications | Ayesha Malik Khan | ayesha.khan@lums.edu.pk |
| Programmes and Communications Lead | Shehryar Khawar Latif | shehryar.latif@lums.edu.pk |
| Head of Placements | Osama Jawad | osama.jawad@lums.edu.pk |
| Placement Lead | Muhammad Jazil | muhammad.jazil@lums.edu.pk |
| Placement Lead | Mahwish Khalil | mahwish.khalil@lums.edu.pk |

**EXHIBIT 1**

| Semesters | MBA Programme (MBA 2025 & 2026) |
|---|---|
| **SIM Registration** | August 10, 2026 |
| **SIM** | August 10 – August 27, 2026 |
| **Semester IA (MBA I, 2028)** | August 31 – October 23, 2026 |
| **Semester IB (MBA I, 2028)** | October 26 – December 22, 2026 |
| **Semester IIIA (MBA II, 2027)** | August 31 – October 23, 2026 |
| **Semester IIIB (MBA II, 2027)** | October 26 – December 22, 2026 |

| **Holidays Schedule – Academic Year 2026-2027** | |
|---|---|
| **Independence Day Holiday** | August 14, 2026 |
| ***12th Rabi ul Awwal** | August 26, 2026 |
| **Quaid-e-Azam Day** | December 25, 2026 |
| **Kashmir Solidarity Day** | February 05, 2027 |
| **Pakistan Day** | March 23, 2027 |
| **Labour Day** | May 01, 2027 |

****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:**

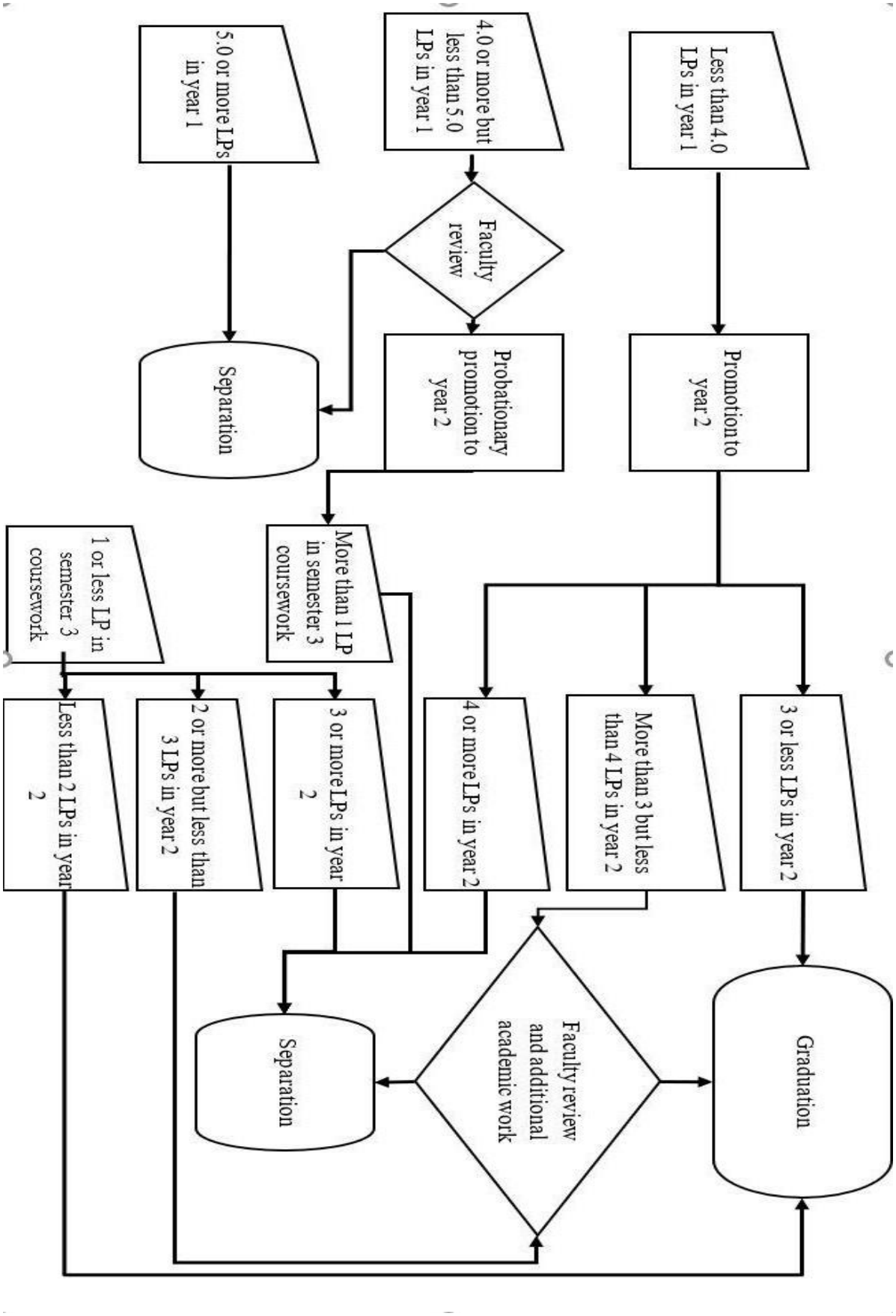
**Name:** _____ **Tel:** _____

**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
Graduation
Faculty review and additional academic work
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 Summer Orientation Programme (SOP)

The SOP brings together students from diverse academic backgrounds and prepares them to deal with the challenges of the rigorous EMBA Programme. Building upon the topics introduced in the Online Courses, the SOM provides necessary orientation to the pedagogical methods employed at SDSB, rules and regulations, norms and values, and systems available at SDSB to facilitate EMBA students. The SOM is compulsory and is offered prior to the Module-1.

## 4.7 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 2026-27 is illustrated in Figure 1 & 2.

**Figure 1: EMBA Academic Calendar 2026-2027MBA 2028 (1st Year)**

| Module | Dates |
|---|---|
| **Distance Learning Module – I** | **August 01 till August 31, 2026 (Four Weeks)** |
| **Registration + Summer Orientation Programme** | **August 14 till August 17, 2026 (Four Days)** |
| **Module I (Business Fundamentals)** | **August 18 till August 23, 2026 (Six Consecutive Days)** |
| | September 05-06, 2026 |
| | September 19-20 & 2026 |
| | October 03-04, 2026 |
| | October 17-18, 2026 |
| | October 31 & November 01, 2026 |
| | **November 14-15, 2026 (Final Exams)** |

**Figure 2: EMBA Academic Calendar 2026-2027**

| EMBA 2026 (2nd Year) | |
|---|---|
| **Module** | **Dates** |
| **Module IV (Law & Entrepreneurship)** | August 22-23, 2026 |
| | September 05-06, 2026 |
| | September 19-20, 2026 |
| | October 03-04, 2026 |
| | October 17-18, 2026 |
| | October 31 & November 01, 2026 |
| | November 14-15, 2026 |
| | November 28-29, 2026 |
| | **December 12-13, 2026 (Final Exams)** |

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

**Figure 3: A Typical Timetable for EMBA**

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

**Figure 4: EMBA Programme Structure**

<table>
<tr><th colspan="6">First Year</th></tr>
<tr><th>Distance Learning Module I</th><th>Module I Business Fundamentals</th><th>Distance Learning Module II</th><th>Module II Managing Operations and People</th><th>Distance Learning Module III</th><th>Module III, Cost Value, and Innovation Management</th></tr>
<tr><td rowspan="2">Financial Accounting</td><td>Understanding Financial Accounting</td><td>Quantitative Methods</td><td>Managerial Economics</td><td>Mathematics for Management</td><td>Managerial Finance</td></tr>
<tr><td>Decision Analytics</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>

<table>
<tr><td>Spread Sheet Modelling</td><td>Marketing Management</td><td></td><td></td><td></td><td>Managerial Accounting & Control Systems</td></tr>
<tr><td colspan="2">Summer</td><td colspan="4">Second Year</td></tr>
<tr><td colspan="2" rowspan="2">International Module: Globalization and Cross-Cultural Management</td><td colspan="2">Module IV</td><td colspan="2">Module V</td></tr>
<tr><td colspan="2">Law and Entrepreneurship</td><td colspan="2">Managing the Future</td></tr>
<tr><td colspan="2" rowspan="4">Ten to Twelve Days</td><td colspan="2">Corporate Finance</td><td colspan="2">Business Strategy</td></tr>
<tr><td colspan="2">Business Law & Venture Creation (1.5 Credit)</td><td colspan="2">Leading Organizations</td></tr>
<tr><td colspan="2" rowspan="2">Corporate Governance (1.5 Credit) & Elective-1 (1.5 Credit)</td><td colspan="2">Business Ethics (1.5 Credit) & Elective-2 (1.5 Credit)</td></tr>
<tr><td colspan="2">Markstrat Simulation</td></tr>
<tr><td colspan="4">EMBA Project</td></tr>
</table>

**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** |
| **Residence Courses (First Year)** | | |
| 1 | Understanding Financial Accounting | **3** |
| 2 | Decision Analytics | **3** |
| 3 | Marketing Management | **3** |
| 4 | Managerial Economics | **3** |
| 5 | Operations and Supply Chain Management | **3** |
| 6 | Managing People | **3** |
| 7 | Managerial Finance | **3** |
| 8 | Innovation and Technology Management | **3** |
| 9 | Managerial Accounting and Control Systems | **3** |
| **Residence Courses (Second Year)** | | |
| 10 | Corporate Finance | **3** |
| 11 | Business Law | **1.5** |
| 12 | Venture Creation | **1.5** |

| | | |
|---|---|---|
| 13 | Corporate Governance | **1.5** |
| 14 | Electives-1 | **1.5** |
| 15 | Business Strategy | **3** |
| 16 | Leading Organizations | **3** |
| 17 | Business Ethics | **1.5** |
| 18 | Electives-2 | **1.5** |
| 19 | Mark Strat Simulation | **1.5** |
| International Module: Globalization and Cross-Cultural Management | | **3** |
| EMBA Project | | **6** |
| **Grand Total** | | **64.5** |
| **Electives Courses 1 & 2** | | |
| 1 | Venture Creation | **1.5** |
| 2 | Consumer Analytics | **1.5** |
| 3 | Fintech | **1.5** |
| 4 | Applied Data Analytics | **1.5** |

## 4.8 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.*

## 4.9 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.

## 4.10 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.

## 4.11 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 & missing more than 20 % (2 class session out of 8 taught sessions) courses results in an "Incomplete.”. In such cases, the participant will not be permitted to sit for the final examination of that course & necessitates repeating the course, leading to deferment to a later batch.

*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.

**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.

**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.

## 4.12 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 Ghulam Ali Arain | ghulam.arain@lums.edu.pk |
| Programme Coordination Office | Khurram Janjua | khurram.janjua@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 four disciplines:

1. Healthcare Management and Innovation (MS HMI)
2. Technology Management and Entrepreneurship (MS TME)
3. Financial Management (MS FMG)
4. 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

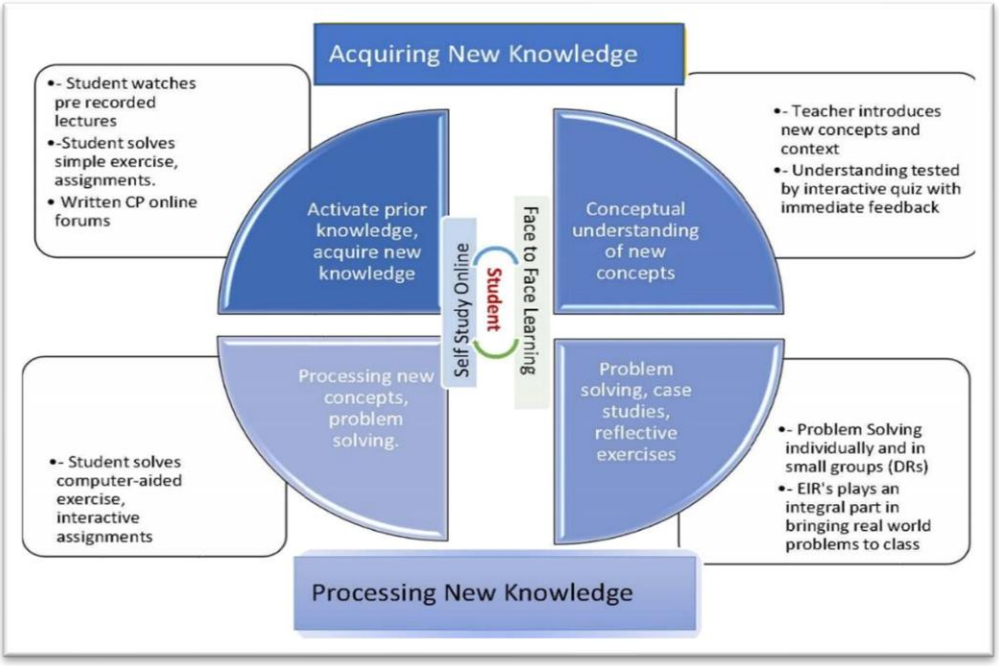
To meet the challenges of expansion and for catering individual student needs SDSB is continuously adopting new technologies and exploring new paths to reach the goal of quality educational opportunities for all. Active learning principle is used while designing the holistic blended learning methodology 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, and 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 augment 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 school's GPC 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 of 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

**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, Health Care Operations Management, Health Systems Management, Healthcare Policy, Politics and Law, Leadership Challenges in Healthcare, Advanced Analytics in Healthcare-I, Innovation and Entrepreneurship in Healthcare, Health Care Supply Chain Management, Human Resource Management in Healthcare, Healthcare Informatics, Digitalization, and AI and Advanced Analytics in Healthcare-II 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 be able to assess the commercial viability of innovative and cutting-edge business models by understanding their legal, social, ethical, and economic environment challenges in local and global context.

**Goal # 2: Leading Digital Transformations**

Students will be able to develop adequate knowledge on how to assess tech enabled business opportunities, its successes and failures so they can solve organizational problems using quantitative, qualitative, and technology enhanced approaches.

**Goal # 3: Familiarity with Digital Entrepreneurialism and innovativeness**

Students will be able to effectively identify innovation and entrepreneurship in a cross-disciplinary fashion to develop attractive opportunities within their field of experience to tackle key challenges facing the entrepreneur at different stages of their entrepreneurial journey.

**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 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 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 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 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.

### 5.5.4 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 grounding in basic management concepts. The courses included are listed below:

- Applied Research and 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/Electives for all MS Programmes

Upon successful completion of the course work (core & specialized electives in Fall and Spring semesters), students will either undertake a field thesis or electives course work during the second year as part of the graduation requirements.

1. To qualify for a field thesis, students must have a CGPA of 3.30 after completing coursework, including the first two semesters (Fall and Spring).
2. If the CGPA is below 3.30, students must take two elective courses (6 credit hours) in the Fall Semester for graduation.
3. The eligibility for a field thesis or electives course work may be re-evaluated based on the CGPA after the summer semester (if applicable).
4. For MS HMI, all students are required to do field project/thesis, irrespective of their CGPA. Exceptions may be approved by the programme committee upon a specific request to substitute thesis/project with courses/electives.

The field thesis and electives (courses) will follow the letter grades evaluation system and the CGPA will contribute towards the graduation requirements.

### 5.6.1 Field Thesis/Applied Research Project

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 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 5$^{th}$ 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.

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 or will be advised to undertake the electives option to graduate and will be required to pay semester registration & course tuition 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:

| | MS HMI Programme | Credit Hours |
|---|---|---|
| | | |
| **Fall Semester (1st Year) - Core/Specialized Electives** | | |
| **1** | Health Systems Management | 1.5 |
| **2** | Applied Data Analysis | 3.0 |
| **3** | Healthcare Operations Management | 3.0 |
| **4** | Business Economics | 1.5 |
| **5** | Organizations and Leadership | 1.5 |
| **6** | Healthcare Policy, Politics and Law | 1.5 |
| | **Total** | **12.0** |
| | | |
| **Spring Semester (1st Year) Core/Specialized Electives** | | |
| **1** | Financial Management and Accounting | 3.0 |
| **2** | Human Resource Management in Healthcare | 1.5 |
| **3** | Leadership Challenges in Healthcare | 1.5 |
| **4** | Advanced Analytics in Healthcare-I | 1.5 |
| **5** | Healthcare Informatics, Digitalization, and AI | 1.5 |
| **6** | Innovation and Entrepreneurship in Healthcare | 3.0 |
| | **Total** | **12.0** |
| **Summer Semester (1st Year) - Specialized Electives** | | |
| **1** | Health Care Supply Chain Management | 1.5 |
| **2** | Advanced Analytics in Healthcare-II | 1.5 |
| | **Total** | **3.0** |
| **Fall Semester (2nd Year)** | | |
| **1** | Field Thesis OR Electives Coursework | **6.0** |
| | **Grand Total** | **33.0** |

| MS TME Programme | | Credit Hours |
|---|---|---|
| | | |
| **Fall Semester (1st Year) – Core** | | |
| **1** | Financial Management and Accounting | 3.0 |
| **2** | Marketing Management | 3.0 |
| **3** | Applied Data Analysis | 3.0 |
| **4** | Business Economics | 1.5 |
| **5** | Organizations and Leadership | 1.5 |
| | **Total** | **12.0** |
| **Spring Semester (1st Year) - Specialized Electives** | | |
| | | |
| | **MS TME** | 3.0 |
| **1** | Tech-Entrepreneurship | 3.0 |
| **2** | Business Venture Planning | 3.0 |
| **3** | Technology, Design, and Innovation Management | 3.0 |
| **4** | Technology and Operations Management | 3.0 |
| | **Total** | **12.0** |
| **Summer Semester (1st Year) - Specialized Elective** | | |
| **1** | AI Applications in Business: Strategies for Technology Managers | **3.0** |
| **Fall Semester (2nd Year)** | | |
| **1** | Field Thesis OR Electives Coursework | **6.0** |
| | **Grand Total** | **33.0** |

| MS FMG Programme | | Credit Hours |
|---|---|---|
| | | |
| **Fall Semester (1st Year) –Core** | | |
| **1** | Marketing Management | 3.0 |
| **2** | Applied Data Analysis | 3.0 |
| **3** | Financial Statement Analysis & Value Creation | 3.0 |
| **4** | Business Economics | 1.5 |
| **5** | Organizations and Leadership | 1.5 |
| | **Total** | **12.0** |
| **Spring Semester (1st Year) - Specialized Electives** | | |
| **1** | Corporate Finance & Valuation | 3.0 |
| **2** | Investments & Portfolio Management | 3.0 |
| **3** | Derivatives & Fixed Income | 3.0 |
| **4** | Entrepreneurial Finance & Venture Capital | 3.0 |
| | **Total** | **12.0** |
| **Summer Semester (1st Year) - Specialized Elective** | | |
| **1** | Financial Institutions and Markets | **3.0** |
| **Fall Semester (2nd Year)** | | |
| **1** | Field Thesis OR Electives Coursework | **6.0** |
| | **Grand Total** | **33.0** |

| MS SCRM Programme | | Credit Hours |
|---|---|---|
| | | |
| **Fall Semester (1st Year) – Core** | | |
| **1** | Marketing Management | 3.0 |
| **2** | Applied Data Analysis | 3.0 |
| **3** | Operations and Supply Chain Strategy | 3.0 |
| **4** | Business Economics | 1.5 |
| **5** | Organizations and Leadership | 1.5 |
| | **Total** | **12.0** |
| **Spring Semester (1st Year) - Specialized Electives** | | |
| **1** | Financial Management and Accounting | 3.0 |
| **2** | Supply Management | 3.0 |
| **3** | Retailing Strategy and Operations | 3.0 |
| **4** | Logistics Management | 3.0 |
| | **Total** | **12.0** |
| **Summer Semester (1st Year) - Specialized Elective** | | |
| **1** | Retail Management and Analytics | **3.0** |
| **Fall Semester (2nd Year)** | | |
| **1** | Field Thesis OR Electives Coursework | **6.0** |
| | **Grand Total** | **33.0** |

In addition to the regular coursework, students are also required to actively participate and attend activities such as career development workshops, activities organised by SDSB, extracurricular activities 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 SDSB MS students have the option to change their programme specialization.

A minimum GPA of >= 3.50 is required for a transfer within MS programmes at SDSB and such transfers are only allowed upon the completion of the first semester (Fall). A meeting of both programme directors and Graduate ADA will be convened to make this decision. If the transfer is approved, it will be applicable for the same academic year.

The transfer within SDSB MS programmes will be contingent upon seats availability and upon the decision of the respective MS programme committees and Graduate ADA.

**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 will 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 or electives course work and maintain a GPA of 2.50 or above at the end of each semester and overall CGPA of 2.50 at the time of graduation.

1. MS students must not accumulate more than 2 Ws or 1F and 1W in any semester, otherwise, their progression to the next semester will not be permitted.

2. MS students who have not successfully completed the coursework cannot proceed to the field thesis or electives (course work) to fulfill graduation requirements.

3. In exceptional circumstances (AAA, CAPS), a student may be permitted to enroll in fewer core or specialized elective courses in the first or second semester but duly approved by the respective MS programme committees along with a revised programme plan. This may result in delayed graduation, but the total duration for completing the programme should not exceed the maximum allowable period of 4 years.

At SDSB, 1.5-year MS programmes are designed to offer a highly accelerated and rigorous academic experience. In recognition of the intensive nature of these programmes, the school has established specific guidelines and expectations to ensure academic success and maintain the integrity of the educational offerings.

1. **Academic Performance Standards**: Students enrolled in the 1.5-year MS programmes are expected to maintain a semester GPA of 2.50 or higher to remain in good academic standing. This requirement reflects the school's commitment to academic excellence and ensures that students are progressing satisfactorily through their coursework.

2. **Cautionary Note**: Given the extreme rigor, competition, and programmes expectations inherent in the accelerated programmes, students are cautioned to actively monitor and manage their academic performance throughout the duration of the programme. It is imperative that students remain proactive

in seeking assistance, engaging with course materials, and meeting deadlines to mitigate the risk of academic separation at any stage of the programme.

3. **Financial Responsibility**: The financial costs associated with enrollment in the 1.5-year MS programmes are significant, and students bear the responsibility for their academic actions and outcomes. While the school provides support and guidance through the Programme Directors (PDs) and course faculty, students must take ownership of their academic journey and seek appropriate advice when needed.

4. **No Exceptions Policy**: SDSB does not make exceptions for students who are separated on academic grounds at any stage of the programme. Decisions regarding academic separations are final and are made in accordance with the policies outlined in the Graduate Handbook. The school's commitment to upholding academic standards and ensuring the integrity of the programmes requires consistency in the approach to academic matters.

   In conclusion, the 1.5-year MS programmes at SDSB represent an intensive and rewarding educational opportunity for motivated students. By adhering to the standards outlined in this policy statement and actively engaging in their academic pursuits, students can maximize their potential for success and achieve their academic and professional goals.

## 6.3 Promotion to Second Year

Students with a CGPA of 2.50 or above by the end of their first year upon successful completion of the course work (core & specialized electives in Fall and Spring semesters), will either undertake a field thesis or electives course work as part of the graduation requirements.

The criteria is as under.

1. To qualify for a field thesis, students must have a CGPA of 3.30 after completing coursework, including the first two semesters (Fall and Spring).
2. If the CGPA is below 3.30, students must take two additional elective courses (6 credit hours) in the Fall Semester for graduation.
3. The eligibility for a field thesis or additional electives course work may be re-evaluated based on the CGPA after the summer semester (if applicable).

## 6.4 Attendance policy

Class attendance is a critical component of classroom learning and a 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 affect 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 (>=80 %) 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 markings in case of absences.

## 6.5 Grades

SDSB-LUMS adopts a relative grading policy for all courses offered in MS programmes, whether core or elective. This means that the final grade is determined based on a student's performance relative to others within their specific course section.

Students will receive their grades at the end of each semester, contingent upon the clearance of any dues and the completion of requisite online courses and faculty evaluation forms. Furthermore, these grades may be disclosed to the students' parents, guardians, or sponsors.

### Grading Table

| Grade | Description | Remarks |
|---|---|---|
| A+ | Exceptional | ▪ A+, A, and A- grades are limited to a maximum of 25% of the students in a course, with fractional numbers rounded up. |
| A | Outstanding | |
| A- | Excellent | |
| B+ | Very Good | ▪ B+, B, and B- grades are limited to a maximum of 55% of the students in a course, with fractional numbers rounded up. |
| B | Good | |
| B- | Average | |
| C+ | Satisfactory | ▪ C+, C, C-, D, and F grades must constitute a minimum of 20% of the students in a course, with fractional numbers rounded up. |
| C | Low Pass | |
| C- | Marginal Pass | |
| D | Unsatisfactory | |
| F* | Fail | |
| W** | Withdrawn | |
| I*** | Incomplete | |
| P/F**** | Pass/Fail | |
| IP***** | In Progress | |

** A+ and F are absolute grades, where generally A+ grade is awarded when the score is +2 standard deviation above the mean score and F grade is awarded when the score is -2.5 standard deviation below the mean score. F grade will require students to repeat the course in the next immediate offering.*

*** W has no numeric equivalent and credit hours for withdrawn courses do not count towards the credit hours taken for the semester. SDSB MS students do not have self-course withdrawal option. This option can only be exercised by MS PCO after following the due approval process by requesting RO. This grade is also exercised in case a student did not attend the required minimum number of class sessions.*

**** I Grade: is assigned for MS field thesis where majority of the work is completed, and minor changes are required to the final report prior to the thesis presentation. The thesis grades submission deadline is within the semester absolute grading deadline. If the grade is pending, the faculty/supervisor can assign 'I' grade. After six weeks into the next semester (summer not counting) a reminder/warning is sent to the faculty and student for final grade submission in case the grade is still pending. After two weeks of reminder/warning, either an F grade or IP grade is assigned for the field thesis with reenrollment into another semester upon school's notification. The semester GPA and CGPA are recomputed.*

***** P/F grades are assigned only for specific courses and are not used for SDSB MS programmes. The credit hours and grades are not used in the computation of GPA. However, the credit hours for the course(s) with a P grade count towards the graduation requirements.*

****** IP grade is assigned in case the MS thesis is not complete and is in progress. The student is re- enrolled to the field thesis for another semester and follow the semester's grades submission timelines.*

## 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 petitions@lums.edu.pk student support services (OSA) with all supporting documents within three days, whose decision is informed to MS PCO/School.

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 80 % attendance policy. These petitions are only to account for the major evaluative components (mid & final) missed during the period and not for class participation, attendance, quiz, and the decision of MS PCO/school 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 school'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 school 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 school for necessary approval. It is the school'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 school. The school 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 school for such events.

For all cases, where instrument (s) constitutes more than 10% of the aggregate, the assessment/evaluation is made by OSA, and the final decision is shared with the school for information/implementation. The school can either retake or assign an average based on options stated in university policy for makeups on graded instruments. The retake is mandatory where the missed instrument is greater than 30%.

**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 20 % of the class attendance, he/she will be awarded a forced year off by the school. The idea is to discourage students from enrolling in specialized electives without completing the core courses.

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 Student Support Services -at petitions@lums.edu.pk with all supporting documents on the same date/day, whose decision is informed

to the school 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, spouse, children, and siblings), the student absences for three days are allowed.

The student is required to inform Students Support Services (SSS), through an email at petitions@lums.edu.pk with all supporting documents, who will process the leave petition after receipt of all the submitted documents.

## 6.7 Probation & Separation

Students will be separated from the programme if they receive two "F" grades during their entire degree.

All MS students must maintain a GPA/CGPA of at least 2.50 to remain in good academic standing. If a student's GPA falls below 2.50 at the end of the first semester but remains at or above 2.33, the student will be placed on academic probation in the following semester. During the probation period, which may include the second, third, fourth and additional semesters, the student must achieve a CGPA of 2.50 to return to good academic standing. If the CGPA remains between 2.33 and 2.49, the probation period (s) will be extended. Probation will only be removed when a CGPA of 2.50 is attained by the end of a given semester.

If the GPA/CGPA falls below 2.33 at the end of any given semester, the student will be separated from the programme without any warning.

To graduate, a student must achieve a CGPA of at least 2.50 upon completing 33 credit hours. If a student struggles to meet the graduation requirements, he/she may repeat up to three courses (with grades of C or below) as per HEC regulations to improve the CGPA. Students will not be allowed to graduate if their CGPA remains below 2.50. The total duration of the programme will be four years from the date of induction to SDSB-LUMS.

## 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

## 6.9 Readmission

A student, separated at the end of the first semester on academic grounds, may apply to the school for readmission and if approved may rejoin the programme from the first semester of the next academic year. A student separated at the end of the second semester may apply to the school for readmission and if approved may rejoin the programme for the first or second semester (subject to meeting readmission conditions) of the next academic year. Summer semester will never be the first semester after readmission for a student and will join the next academic year.

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 Graduate 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 student must maintain a GPA of at least 2.50 to remain in good academic standing. If a student's GPA falls below 2.50 at the end of the first semester but remains at or above 2.33, the student will be placed on academic probation in the following semester. During the probation period, which may include the second, third, fourth and additional semesters, the student must achieve a CGPA of 2.50 to return to good academic standing. If the CGPA remains between 2.33 and 2.49, the probation period (s) will be extended. Probation will only be removed when a CGPA of 2.50 is attained by the end of a given semester. If the GPA/CGPA falls below 2.33 at the end of any given semester, the student will be finally separated from the programme without any warning. To graduate, a student must achieve a CGPA of at least 2.50 upon completing 33 credit hours. If a student struggles to meet the graduation requirements, he/she may repeat up to three courses (with grades of C or below) as per HEC regulations to improve the CGPA. Students will not be allowed to graduate if their CGPA remains below 2.50. The total duration of the programme will be four years from the date of induction to SDSB-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 4 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 Graduate Associate Dean of Academic Programmes on the recommendation of the respective MS Programme Director/Committee.

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 4 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 Graduate 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., 4 years).

The design of the MS programme (s) means that such students can only re-join after one year. The Graduate Associate Dean of Academic Programmes on the recommendation of the respective MS Programme Director/Committee, after anapplication 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, will stay.

Students may appeal the readmission conditions mentioned in the year off decision set by the Graduate Associate Dean of Academic Programmes who will make his recommendations to the Dean of the school for a final decision. The Graduate 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 Graduate 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 > = 3.0 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 Muhammad Adeel Zaffar | Dean, SDSB | adeel.zaffar@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 Syed Kumail Abbas Rizvi | FMG Programme Director | kumail.rizvi@lums.edu.pk |
| Dr Sheikh Attique Ur Rehman | SCRM Programme Director | attique.rehman@lums.edu.pk |
| MS PCO SDSB | MS Programmes | mspcosdsb@lums.edu.pk |
| Syed Ali Raza Hassan | MS SCRM, FMG | syed.hassan@lums.edu.pk |
| Arfa Hamad | MS TME, HMI | arfa.hamad@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.
Osama Jawad on osama.jawad@lums.edu.pk
Mahwish Khalil on mahwish.khalil@lums.edu.pk
Muhammad Jazil on muhammad.jazil@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

# 8. PhD Management Programme

## 8.1 Programme Overview

The PhD Management programme offers a unique opportunity for higher studies in Organisational Behaviour, Operations Management and Finance. The programme has been designed to ensure that doctoral students have the full range of necessary research and teaching competencies, skills and sufficient knowledge of their subject area essential for designing and executing research at the highest standards of academic excellence. It aims to do this by combining structured coursework with supervised research studies The programme has been designed in line with international standards and satisfies Higher Education Commission guidelines for PhD programmes.

The degree of Doctor of Philosophy (PhD) is conferred upon such candidates who have demonstrated substantial scholarship and the ability to conduct independent research. They have shown to the satisfaction of the SDSB, command over their subject of interest, and their capacity to contribute to the frontiers of knowledge. PhD candidates are fundamentally driven by their desire to discover new phenomena, theories and applications that were previously unknown.

The programme emphasises rigorous coursework and high-quality research that should be published in peer-reviewed international conferences and journals. PhD students are encouraged to tackle both coursework and research in parallel; success in both these components is a requirement for the PhD degree.

SDSB is offering PhD courses and doctoral dissertation supervision in the following areas:

**Organisational Behaviour and Strategy (OB&S)**

This specialisation area refers to a collection of theory and research that helps develop a deeper understanding of personal, interpersonal, and system-wide processes in organisations, allowing greater insights into the functioning of complex and evolving organisations. The principal objective of this specialisation is to train students in the theory and methods of the disciplines of Organisational Behaviour/Human Resource Management and Strategy/Organisation Studies.

**Operations Management (OM)**

This specialisation area deals with configuring people, materials, machines, and methods for optimal benefits. The area draws upon a wide range of disciplines including Mathematics, Economics, and other social sciences. Work performed in this area is typically characterised by a blend of theoretical and applied research.

**Finance**

The Finance Group is composed of highly experienced and internationally recognized researchers, many of whom have published in leading academic journals and collaborate with industry, policy institutions, and global research networks. he Finance Group conducts research across key areas including Islamic Finance, Corporate and Behavioral Finance, and Financial Markets. A strong emphasis is placed on the evolving role of AI and FinTech in financial decision-making, investment analysis, and risk management. The group also explores sustainable finance, corporate governance, and the financialization of natural and technological resources, linking finance with environmental and societal challenges. Further expertise includes monetary and international finance, as well as the structure and function of financial institutions.

**Table 1: PhD Management Programme Structure (Organisational Behaviour & Strategy)**

| | | |
|---|---|---|
| **YEAR 1** | **Fall Semester** | **Spring Semester** |
| | 1. Foundation of Management Research (3 credit hrs)<br>2. Quantitative Research Methods – 1 **Regression Models** (1.5 credit hrs)<br>3. Quantitative Research Methods – II **Multilevel Models** (1.5 credit hrs)<br>4. Applications of Psychology in Management (3 credit hrs) | 1. Quantitative Research Methods – III **Causal Models (**1.5 credit hrs)<br>2. Quantitative Research Methods – IV **Machine Learning Models**<br>3. (1.5 credit hrs)<br>4. Qualitative Research Methods Course (3 credit hrs)<br>5. Seminar in Organizational Behaviour (3 credit hrs) |
| **YEAR 2** | **Fall Semester** | **Spring Semester** |
| | 1. Quantitative Research Methods – V **Structural Equation Models** (1.5 credit hrs)<br>2. Pedagogy (1.5 credit hrs)<br>3. Seminar in Human Resource Management (3 credit hrs)<br>4. Seminar in Organization Theory (3 credit hrs) | 1. Seminar in Strategic Management (3 credit hrs)<br>**Comprehensive Exam** |
| **YEAR 3** | **Fall Semester** | **Spring Semester** |
| | Proposal defense | Work on dissertation |
| **YEAR 4** | **Fall Semester** | **Spring Semester** |
| | Work on dissertation<br>Final review by PhD programme Committee | Journal publication<br>Dissertation reviewed by two international reviewers<br>Public defense of the dissertation |

***Note:*** In addition, the candidate will also have to meet the following conditions to graduate:

*One Graduate elective (3 CUs, 2 MBA-half courses also allowed) may be taken during the second or third semesters of their program on the advice of their supervisor.*

Journal Paper, International Conference, Two Seminars

Coursework = 30/33 credit hours and Minimum 3.0 CGPA

Research Work = 27/30 credit hours

**Table 2: PhD Management Programme Structure (Operations Management)**

| | | |
|---|---|---|
| **YEAR 1** | **Fall Semester** | **Spring Semester** |
| | 1. Foundation of Management Research (3 credit hrs)<br>2. Quantitative Research Methods – 1 **Regression Models** (1.5 credit hrs)<br>3. Quantitative Research Methods – II **Multilevel Models**) (1.5 credit hrs)<br>4. Seminar in Operations & Supply Chain Strategy (3 credit hrs) | **1.** Quantitative Research Methods – III **Causal Models (**1.5 credit hrs)<br>2. Quantitative Research Methods – IV **Machine Learning Models** (1.5 credit hrs)<br>3. Qualitative Research Methods Course (3 credit hrs)<br>4. Decision Behaviour (3 credit hrs) |
| **YEAR 2** | **Fall Semester** | **Spring Semester** |
| | 1. Quantitative Research Methods – V **Structural Equation Models** (1.5 credit hrs)<br>2. Pedagogy (1.5 credit hrs)<br>3. Economic Theory (3 credit hrs)<br>4. Seminar in Production & Supply Chain Analysis (3 credit hrs) | 1. Seminar in Technology and Innovation Management (3 credit hrs)<br>**Comprehensive Exam** |
| **YEAR 3** | **Fall Semester** | **Spring Semester** |
| | Proposal defense | Work on dissertation |
| **YEAR 4** | **Fall Semester** | **Spring Semester** |
| | Work on dissertation<br>Final review by PhD programme committee | Journal publication<br>Dissertation reviewed by two international reviewers<br>Public defense of the dissertation |

***Note:*** In addition, the candidate will also have to meet the following conditions to graduate:

*One Graduate elective (3 CUs, 2 MBA-half courses also allowed) may be taken during the second or third semesters of their program on the advice of their supervisor.*

Journal Paper, International Conference, Two Seminars

Coursework = 30/33 credit hours and Minimum 3.0 CGPA

Research Work = 27/30 credit hours

**Table 3: PhD Management Programme Structure (Finance)**

| | | |
|---|---|---|
| **YEAR 1** | **Fall Semester** | **Spring Semester** |
| | 1. Foundation of Management Research (3 credit hrs)<br>2. Quantitative Research Methods – 1 **Regression Models** (1.5 credit hrs)<br>3. Quantitative Research Methods – II **Multilevel Models** (1.5 credit hrs)<br>4. Mathematical Modelling (3 credit hrs) | 1. Quantitative Research Methods – III **Causal Models (**1.5 credit hrs)<br>2. Quantitative Research Methods – IV **Machine Learning Models** (1.5 credit hrs)<br>3. Investment Theory and Financial Markets (3 credit hrs)<br>4. Corporate Finance (3 credit hrs) |
| **YEAR 2** | **Fall Semester** | **Spring Semester** |
| | 1. Quantitative Research Methods – V **Time Series Models** (1.5 credit hrs)<br>2. Pedagogy (1.5 credit hrs)<br>3. Seminar in Financial Intermediation and Regulatory Framework (3 credit hrs)<br>4. Economic Theory (3 credit hrs) | 1. Seminar in Islamic and Corporate Finance (3 credit hrs)<br>**Comprehensive Exam** |
| **YEAR 3** | **Fall Semester** | **Spring Semester** |
| | Proposal defense | Work on dissertation |
| **YEAR 4** | **Fall Semester** | **Spring Semester** |
| | Work on dissertation<br><br>Final review by PhD programme committee | Journal publication<br>Dissertation reviewed by two international reviewers<br>Public defense of the dissertation |

***Note:*** In addition, the candidate will also have to meet the following conditions to graduate:
*One Graduate elective (3 CUs, 2 MBA-half courses also allowed) may be taken during the second or third semesters of their program on the advice of their supervisor.*
Journal Paper, International Conference, Two Seminars
Coursework = 30/33 credit hours and Minimum 3.0 CGPA
Research Work = 27/30 credit hours

| PhD Coursework Details | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Fall - 1st Semester** | | | | | | | |
| | **Code** | **Course Title** | **Credit Hours** | **Course Classification** | **Open for PhD Specializations** | | |
| | | | | | *OB* | *OM* | *FINN* |
| 1 | MGMT 8402 | Foundation of Management Research | 3 | Common Core | ✓ | ✓ | ✓ |
| 2 | DISC 8601 | Regression Models - QRM 1* | 1.5 | | ✓ | ✓ | ✓ |
| 3 | DISC 8602 | Multilevel Models - QRM 2* | 1.5 | | ✓ | ✓ | ✓ |
| 4 | MGMT 8403 | Applications of Psychology in Management | 3 | Specialization Core | ✓ | | |
| 5 | DISC 8301 | Seminar in Operations and Supply Chain Strategy | 3 | | | ✓ | |
| 6 | FINN 8201 | Mathematical Modelling | 3 | | | | ✓ |
| **Spring - 2nd Semester** | | | | | | | |
| 1 | DISC 8603 | Causal Models - QRM 3* | 1.5 | Common Core | ✓ | ✓ | ✓ |
| 2 | DISC 8604 | Machine Learning Models - QRM 4* | 1.5 | | ✓ | ✓ | ✓ |
| 3 | DISC 8607 | Qualitative Research Methods | 3 | Specialization Core | ✓ | ✓ | |
| 4 | ORSC 8101 | Seminar in Organizational Behaviour | 3 | | ✓ | | |
| 5 | DISC 8201 | Decision Behaviour | 3 | | | ✓ | |
| 6 | FINN 8501 | Investments Theory and Financial Markets | 3 | | | | ✓ |
| 7 | FINN 8101 | Corporate Finance | | | | | ✓ |
| **Fall - 3rd Semester** | | | | | | | |
| 1 | DISC 8605 | Structural Equation Models - QRM 5* | 1.5 | Common Core | ✓ | ✓ | |
| 2 | MGMT 8404 | Pedagogy | 1.5 | | ✓ | ✓ | ✓ |
| 3 | DISC 8606 | Time Series Models - QRM 6* | 1.5 | Specialization Core | | | ✓ |
| 4 | ORSC 8402 | Seminar in Human Resource Management | 3 | | ✓ | | |
| 5 | ORSC 8201 | Seminar in Organization Theory | 3 | | ✓ | | |
| 6 | MECO 8301 | Economic Theory | 3 | | | ✓ | |
| 7 | DISC 8303 | Seminar in Production and Supply Chain Analysis | 3 | | | ✓ | |
| 8 | FINN 8401 | Seminar in Financial Intermediation & Regulatory Framework | 3 | | | | ✓ |
| **Spring – 4th Semester** | | | | | | | |
| 1 | MGMT 8102 | Seminar in Strategic Management | 3 | Specialization Core | ✓ | | |
| 2 | DISC 8502 | Seminar in Technology and Innovation Management | 3 | | | ✓ | |
| 3 | FINN 8001 | Seminar in Islamic and Corporate Finance | 3 | | | | ✓ |

*QRM – Quantitative Research Methods Courses

**Table: PhD Management Roadmap**

| Sr. | Activities and Milestones | Outcomes | Duration | Year/Sem. | Dates * | Cr. Hours | Status |
|---|---|---|---|---|---|---|---|
| 1. | Assigned mentor | | | | | 60 | **Student** |
| 2. | Completion of first-semester coursework | Min. 3.0 sem. GPA | 4 months | 1/Fall | Dec 31 | | |
| 3. | Completion of second-semester coursework | Min. 3.0 sem. GPA | 9 months | 1/Spring | May 31 | | |
| 4. | Completion of third-semester coursework | Min. 3.0 sem. CGPA | 16 months | 2/Fall | Dec 31 | | |
| 5. | Comprehensive Exam | Pass grade | 21 months | 2/Spring | May 31 | | |
| 6. | Programme committee approval of thesis topic and synopsis, and plan of studies including quarterly targets until completion | Topic/plan approval | 28 months | 3/Fall | Dec 31 | | |
| 7. | Proposal defence | Successful defence | 33-36 months | 3/Spring | May 31 | | |
| 8. | 1st review by PhD dissertation committee | Successful review | 40 months | 2/Summer | Aug 31 | | **Candidate** |
| 9. | International colloquium/conference participation | Paper accepted/present | - | 4/Fall | Dec 31 | | |
| 10. | 2nd review by PhD dissertation committee | Successful review | 43 months | 4/Spring | May 31 | | |
| 11. | 3rd review by PhD dissertation committee | Successful review | 46 months | 3/Summer | Dec 30 | - | **TGS** |
| 12. | International conference paper | Paper accepted/present | - | 3/Summer | Jun 30 | | |
| 13. | Two research seminars | Presentation | - | 3/Summer | Jun 30 | | |
| 14. | Journal publication | Paper acceptance | - | 3/Summer | Jun 30 | | |
| 15. | A dissertation review by two international reviewers | Dissertation acceptance | - | 3/Summer | Jul 30 | | **ABD** |
| 16. | Public defence of the dissertation | Dissertation acceptance | 48 months | 3/Summer | Aug 31 | | **Graduate** |
| | | | | | | | |

*Early where possible, or as announced by the PhD Programme Office.

## 8.2 Programme Requirements

Each PhD student is required to complete at least 30 doctoral-level course credits. Each 3 credit hours course will typically consist of about 180 minutes of instructions per week over a 16-week term (15+1).

A full-time PhD student/candidate enrolled at LUMS has to be physically present on campus during the year for completion of the required credit hours of coursework and research. The involvement and participation of the PhD students in creating an environment where students and faculty/supervisors are in regular interaction, such as debating and exchanging ideas on research topics and activities, is essential to the success of, and in, the PhD programme. Regular interaction and exchange of ideas are facilitated when students are on-campus regularly, after completion of coursework. The PhD programme aims to prepare scholars for a research-active academic life; the immersive experience of academic life is necessary to become a good academic and is

facilitated through regular on-campus presence.

Written permission should be obtained from the Dissertation Supervisor and the Programme Director to do extended fieldwork, which entails a candidate being away from the campus for a long time.
The required coursework, comprehensive exam, and defence of dissertation proposal should be completed within the 1st six semester of the registration into a PhD Programme. In case of noncompliance, the registration may be cancelled.

All PhD students/candidates are also required to attend research seminars organised by the Suleman Dawood School of Business (SDSB), irrespective of their area of specialisation to learn from other disciplines and to explore ideas for cross-disciplinary research.

Once PhD students have completed their coursework requirements and to maintain full-time status, they are required to register for Doctoral Thesis Research (DTR) and enroll in at least 6 credit hours in the Fall and Spring semesters, and a minimum of 3 credit hours in the Summer semester, until they complete the required 27 or 30 credit hours of research work, depending on their coursework load.

PhD candidates who have already completed their credit hours requirements (coursework and research) will also have to register in each semester (summer inclusive) as Terminal Graduate Students (TGS) until successful defence.

**8.2.1 Course Design and Student Feedback**

a. While designing a doctoral course, recent empirical articles from top-ranked journals demonstrating theory applications and reviews covering extant research questions, gaps and future research directions should be incorporated as reading/discussion materials for each major theory or topic. For a methods course, recent application examples from top-ranked journals should be incorporated as reading/discussion materials for each major topic or analytical tool.

b. A course should contain at least three different grading instruments.

c. No grading instrument should carry a weight of more than 40 percent. In case a grading instrument (such as a term paper) carries more than 40 percent weightage, it should be sub-divided into different components, such as an initial outline, a first draft, and a final draft, with feedback and/or a grade provided at each stage.

d. Before the final exam, or final term paper (instead of the final exam), students should have received overall feedback on their academic performance. That is, for all instruments other than the final exam (or equivalent final instrument) students should be aware of their grades on respective instruments when classes conclude.

**8.2.2 Grading**

PhD coursework is graded as follows:

| Absolute Marks Obtained | Letter Grade | Numeric Equivalent for CGPA |
|---|---|---|
| > = 90 % | A+ | 4 |
| 82-89.99% | A | 4 |
| 78-81.99% | A- | 3.7 |
| 74-77.99% | B+ | 3.3 |
| 70-73.99% | B | 3 |
| 66-69.99% | B- | 2.7 |
| 62-65.99% | C+ | 2.3 |
| 58-61.99% | C | 2 |

| | | |
|---|---|---|
| 54-57.99% | C- | 1.7 |
| 50-53.99% | D | 1 |
| < 50% | F | 0 |
| Pass/Fail* | P/F | - |
| Withdrawn | W | - |
| Incomplete | I | - |
| Result later on | RL | - |

* This category of 'Pass' or 'Fail' grades are assigned for Comprehensive Exams, DTR (Doctoral Thesis Research), performance evaluation and proposal defence.
'I' is awarded if a student has completed 90% of the course work in the semester with the remaining work to be completed in the next 4-6 weeks.
'Withdrawn' grade is assigned when the student withdraws from the course/programme.
'Result later on' is assigned when grades are not finalised.

## 8.3 Advisor of PhD Students

A mentor will be assigned to each PhD student after admission to guide them in their coursework and research. The mentor will serve as the advisor of the student till they choose their own supervisor based on their research interests from eligible SDSB faculty members.

All PhD students are required to choose an advisor before starting the summer semester of the first year. The advisor will be responsible for supervising the doctoral research of the student. Form B should be submitted to the PhD Programme Office for the nomination of an advisor. A change of advisor can be requested by filling out Form C. The change will be subject to approval by the PhD Programme committee.

The advisor must be a full-time Suleman Dawood School of Business (SDSB) faculty member or a faculty member at LUMS having a joint appointment with the SDSB. However, the student may choose a co-supervisor who may not be a faculty member at LUMS.

A full-time SDSB faculty can act as an advisor if he/she fulfils the following requirements:

- Two years post-PhD academic experience
- Minimum two publications (one A and one B journal) in the area of specialisation

An SDSB faculty member, who fulfils the aforementioned criteria, can supervise a maximum of three PhD students at any point in time.
Under special circumstances, the PhD Programme Committee may relax these conditions.
Further, fresh PhDs can supervise MS/MPhil and co-supervise PhD students, while a PhD faculty member, after two years of obtaining a PhD degree, can supervise one PhD student in 3rd year, two PhD students in 4th year and maximum up to 5 PhD students from 5th year onward, subject to fulfillment of other conditions provided in this policy.

The Programme Office circulates the list of eligible PhD supervisors to the students every academic year and announces the date for finalising their selection. Not all approved advisors may be available in a given year for supervision.

Students are expected to select supervisors considering the following factors:

- Their own research interests
- The previously published research and current research interests of SDSB faculty
- The match between the research interests of the student and their advisor
- The research approach (e.g., quantitative or qualitative) and the philosophical orientation (e.g., realist, or critical, or constructivist) of the faculty member and the student

To make an appropriate choice, students are encouraged to start interacting with the faculty at the start of the first year of the coursework to explore topics of mutual interest and future collaboration.

**Roles and Responsibilities of Supervisors**

1. Guide and supervise the students in their research work towards new and important areas of research for the definition of thesis scope and focus
2. Assign specific tasks and deadlines for work, to facilitate progress and timely completion of the thesis
3. Provide constructive, regular, and timely feedback on thesis work
4. Motivate the student towards regular progress on the thesis.
5. Act as a role model and mentor to the student
6. Be a PhD degree holder complying with the criteria and standards provided in this policy.
7. Must be relevant to the field of research in which the student intends to conduct research.
8. Have on Conflict of Interest in personal, financial, or professional stakes.
9. Have the time and availability to supervise PhD dissertation and give clear and constructive feedback.
10. Be capable of conducting themselves in a professional and respectful manner throughout the supervision process.
11. Be capable of maintaining confidentiality and protecting the intellectual property of the dissertation.

## 8.4 PhD Comprehensive Exam

Upon completion of 1.5 years of coursework (typically by the 4th semester – Spring), every PhD student will be required to pass a comprehensive examination in order to be granted candidacy as a PhD researcher.

a. Students who fail the exam will be allowed one chance to retake it.
b. The examination will cover all doctoral coursework since admission to the program.
c. The exam will be conducted as one composite question paper.
d. The evaluation will be done on an aggregate basis, and results will be expressed as Pass/Fail only, with no letter grades assigned.
e. The result is announced within one week.

## 8.5 Dissertation Proposal Defence

After successfully passing the coursework and Comprehensive Exam, the student will proceed to the dissertation proposal defence stage.

The student, in consultation with their supervisor will constitute a Dissertation Committee. This Dissertation Committee will comprise of at least two full-time faculty members from the student's specialisation area (including the dissertation supervisor) and one SDSB faculty member from outside the specialisation area.

The student will write down their dissertation proposal under their advisor's supervision.

A systematic literature review of relevant research will be incorporated into the dissertation proposal defense document. The dissertation proposal document will, therefore, include a publication quality review of research relevant to the student's dissertation project.

The written proposal will be submitted to the members of the Dissertation Committee and the PhD Programme Office at least 10 working days before the dissertation proposal defence. The PhD Programme

Director will coordinate and schedule the defence. The student's supervisor will chair the Dissertation Proposal Defence Committee. An unsuccessful defence will have to be repeated.

**Process of Dissertation Proposal Defence**

a. The PhD student sends the proposal draft to the committee members for review and comments, one month before the expected defence date.
b. The committee members provide written feedback and comments within two weeks.
c. The PhD student revises the proposal according to the feedback and comments of the committee members and resends the revised proposal to the committee members one week before the scheduled defence date.
d. The PhD Programme Office invites committee members, faculty and PhD students in the area/group of specialisations, Associate Dean Academics, Associate Dean Research, and the Dean for the presentation. Other faculty members/PhD students may be invited if suggested by the supervisor/committee members. It is expected that area/group faculty and PhD students attend the session.
e. The PhD Student is allotted 40 minutes for a presentation, followed by a Q&A session. First, non-committee faculty and PhD Students are invited for their comments and questions. Then the committee members ask questions.
f. After the Q&A session, the committee deliberates in private to decide on the acceptance of the proposal.
g. After deliberations, the student is invited and informed of the committee decision by the supervisor.
h. The PhD Programme Director acts as the ex-officio member of the Dissertation Committee during proposal defence proceedings.
i. The committee members conclude the session by providing individual comments and a decision to the Programme Office on the prescribed form.

**Guideline for Dissertation Proposal**

The proposal and presentation should include sections on:

a. Background, problem statement, literature review, research gap/s, model/s, research question/s, assumptions, and (where relevant) hypotheses related to the research project(s)
b. The purpose, importance, and usefulness of the research (the “big question” worthy of a dissertation), with implications for research and practice
c. Methodology: research design, (and where relevant) participants, sampling procedures, sample size determination, measurement procedures, instruments, and data collection and analysis procedures
d. Suitability of the methodology (and its different components specified above) to answer the research questions, as compared to the alternative methodological approaches
e. (Where relevant) Identification of, and controls for, alternative explanations and confounding/nuisance variables
f. (Where relevant) connection between (and the suitability of) the instruments used for data collection and the variables/constructs studied
g. Integration of design, measurement, and analysis
h. Expected results, limitations, delimitations, and ethical considerations
i. Articles expected and journals targeted
j. Glossary of variables/constructs and other important terms (include in the proposal only; in the presentation provide definitions of important variables

**External Evaluation of PhD Dissertation**

The PhD dissertation must be evaluated by:

- At least two external experts who shall be:
  - PhD faculty member from the world's top 500 universities ranked by the Times Higher Education or QS World Ranking in the year corresponding to dissertation evaluation year. **OR**
  - Pakistan-based Distinguished National Professors, Meritorious Professors from any national university; or professors from top universities ranked by HEC; or professors from any Pakistani University having a minimum H-Index 30 for sciences, 15 for Social Sciences or 8 for Art & Humanities as determined by Web of Science. **OR**
- At least one external expert qualifying any one of the conditions mentioned at 'a' above if the PhD candidate publishes dissertation research in a peer-reviewed journal that is classified by the HEC in category W for Sciences and X or above for Social Sciences.

## 8.6 PhD Dissertation Defence

The candidate will write his/her dissertation under the supervision of his/her Dissertation Committee. When the Committee is satisfied with the dissertation, it will be sent for evaluation by one or two external experts as specified in the sub section.

The candidate can then proceed to make a public defence of his/her dissertation. The Dissertation Committee will decide on the result of the dissertation defence, which will be communicated to the PhD Programme Office on the specified form. The candidate must fulfil all the requirements laid down by the Dissertation Committee after the oral defence, before getting the dissertation approval form signed. In addition, the candidate will also have to meet the following conditions to graduate:

- *Coursework:* Minimum 30 credits of doctoral-level courses.
- *GPA Requirement:* Minimum 3.0 CGPA
- *Journal Paper:* At least one paper in a peer-reviewed international journal during the PhD programme.
- *Conference Publication:* At least one publication in a peer-reviewed international conference during the PhD programme.
- *PhD Seminars:* Two seminar on PhD research work during the PhD programme.
- *Final Defence:* Presentation and oral defence, and dissertation reviewed by at least two international reviewers.

**Research Publication**

For award of PhD degree, a PhD researcher shall be required to publish research articles meeting the following criteria: For those students who enrolled in 2023, and onwards.

i. At least:

a. One research article in W category journal or two research articles in X category journals, for Science disciplines

b. One research article in X category journal or two research articles in Y category journals, for Social Science disciplines.

ii. The PhD researcher shall be the first author of these publications.

iii. The research article shall be relevant to the PhD research work of the PhD researcher.

iv. The article shall be published after approval of the research synopsis.

v. The article shall be published in a relevant research journal.

**Dissertation Committee and International Reviews**

The candidate's supervisor will chair the committee. The supervisor will be responsible for the oversight of

dissertation proposal defence, dissertation defence, and final recommendation to award the PhD Degree. The candidate has the option to change the composition of the Dissertation Committee after the approval of their supervisor and the PhD Programme Committee.

The dissertation committee of a PhD candidate will be responsible for the following:

- Review the dissertation to make sure it meets relevant standards of quality, ethicality and rigor, before sending it to external reviewers.
- Select the names of international reviewers to whom the dissertation will be sent for review. The dissertation will be sent out to international reviewers after the Dissertation Committee members indicate their consent to do so.
- Seek further international reviews if it deems appropriate.
- Approve the dissertation before the announcement of dissertation defence.
- Participate in the dissertation defence and advise, in writing, the outcome of the defence.

The PhD Programme Office will be responsible for the coordination of the activities mentioned above. The candidate's supervisor will forward the names of the international reviewers on the prescribed form (Form G) along with the candidate's dissertation and its similarity index report to the PhD Programme office. The PhD Programme Office will request the international reviewers to offer their recommendations on the dissertation of the candidate.

**PhD Dissertation Defence Examination Procedure**

Upon completion of the minimum requirements, a PhD candidate can ask the department to arrange their PhD dissertation defence exam according to the following process:

a. The candidate completes the PhD requirement completion form (Form P3) and submits it to his/her Dissertation Committee through the supervisor with a copy of all his/her journal and conference publications.
b. The Dissertation Committee members provide their comments (if any), sign the form and forward it to the PhD Programme Office.
c. The PhD Programme Director verifies that the candidate has fulfilled all requirements for the PhD dissertation examination and informs the student regarding the completion or shortfall within two weeks of receiving the application.
d. The candidate's supervisor will decide the composition of the Dissertation Defence Committee and will submit Form P2 to the PhD Programme Office. The guidelines for the composition of the Dissertation Defence Committee are as under:

i. Members of Dissertation Committee
ii. One full-time LUMS faculty member from outside SDSB.
iii. One external examiner from outside LUMS.

Associate Dean (Academics) approves the composition of the Dissertation Defence Committee.
e. If all requirements are complete, the PhD Programme Director issues a requirement completion notification granting permission to the candidate to submit his/her dissertation and stipulates a proposed deadline for submitting the dissertation, i.e., within 2 to 4 weeks of issuing the notification.
f. The candidate applies (on the prescribed form) to the department indicating his/her desire to defend the PhD dissertation along with at least three soft bound for each member of the Dissertation Committee.
g. The final defence will be held at least two weeks after this date and preferably within six weeks of submitting Form P3 to the PhD Programme Office.

h. The candidate's supervisor will chair the Dissertation Defence Committee. The committee will be responsible for the dissertation defence and final recommendation to award the PhD degree.

i. The supervisor and/or other Dissertation Defence Committee members may participate through the video-conferencing facility.

j. The date of the public defence of a PhD dissertation will be announced to all faculty and academic departments in the University at least two weeks before the exam.

k. The Committee will communicate in writing any changes required, pending the approval of the dissertation.

l. If one member of the Dissertation Committee dissents, he/she may choose not to have his/her name and signature on the dissertation approval form. Names and signatures of Dissertation Committee members who approve the dissertation will appear on the dissertation approval form.

m. All other decisions by the Dissertation Committee will be by 2:1 majority vote, i.e., at least two members out of three must agree at every step.

n. All examiners will submit their written report to the Department on the day of the exam on the prescribed form. Based on their written reports, the final decision communicated to the student could be either:

i. The dissertation will be accepted without modification and the degree is awarded.

ii. The dissertation will be accepted, subject to minor revisions (these revisions must be made to the satisfaction of the Dissertation Committee before they sign the dissertation approval form).

iii. The dissertation will be accepted, subject to major revisions, e.g., by rewriting one of the sections, with or without additional work (these revisions must be made to the satisfaction of the Dissertation Committee before they sign the dissertation approval form)

iv. The dissertation is deferred for resubmission and re-defense within six months.

v. The dissertation is rejected (in exceptional circumstances and for the reasons to be recorded by the defense committee).

## 8.7 Deficient Cases

a. A student who fails to maintain a GPA of 2.0 in the first semester will be separated from the programme.

b. A PhD student will be placed on probation if he/she fails to maintain a CGPA of 3.0 in a term.

c. In the next term, the student will have to maintain a 3.30 GPA to extend his/her probationary status.

d. In the probationary semester, if the semester GPA is below 3.30 and CGPA is also below 3.0, the student is separated from the programme.

e. Failure to meet a minimum 3.0 CGPA will lead to separation from the programme.

f. A student on probation for a second time during the coursework will automatically be separated from the programme.

g. A student failing to maintain a minimum 3.0 CGPA at the end of coursework will automatically be separated from the programme.

h. The required coursework, comprehensive exam, and defence of the dissertation proposal should be completed within the 1$^{st}$ six semesters of the registration into a PhD programme for those students who enrolled in the program in 2023, and onwards.

If the PhD supervisor of the student judges that the research progress of the student is unsatisfactory, the student may be placed on probation for a term. If the same performance holds for the next term, the student may be penalised in the form of loss of financial assistance, or the supervisor may cease to advise the student. In the latter case, it is the student's responsibility to seek a new supervisor; otherwise, he/ or she may be separated from the PhD Programme. The supervisor formally assesses the student’s performance every month by using Form H.

## 8.8 Time Limit

1 The PhD degree shall be awarded by the university not before the completion of three years or six regular semesters and not after completion of eight years or 16 regular semesters.
2 The completion date of PhD degree shall be reckoned with the date of notification of the award of PhD degree.
3 The maximum duration shall be determined from the date of student enrollment untill the date of the completion notification of the PhD degree.

## 8.9 Semester-off Policy

Students may take a leave of absence or deferment, in which case they can maintain student status without registering for a semester. In this case, a stipend is not paid, and the period of leave is not counted in the four-year duration of financial assistance, including fee waivers.
The maximum duration of leave granted at one time is one semester.
The deadline for application submission is the add-drop deadline of the semester for which leave is applied. The Programme Director, upon recommendation of the supervisor, approves the leave.

## 8.10 Financial Assistance

a) PhD students are offered four (4) years full tuition fee waiver along with admission & semester registration fee waivers. For the 5$^{th}$ & 6$^{th}$ years, only registration fee is waived. PhD students shall be paid a stipend according to the approved rate for four years only.
b) Payment of stipend shall be subject to satisfactory progress and other specified conditions. In general, it will depend on 1) satisfactory progress during coursework, that is, maintaining a CGPA of 3.0, 2) regular meetings with the supervisor and satisfactory progress reports during research work, based on given tasks, milestones, and timelines and 3) regular participation in the research seminars, colloquiums, workshops, and other similar events, as announced by the Programme Office.
c) PhD students are required to undertake RA-ships during Years 1 and 2, subject to the approval of their Supervisor and the Program Director.
d) PhD students are required to undertake TA-ships during Years 3 and 4 of their program, with prior approval from their Supervisor and the Program Director.
e) PhD candidates may be offered to teach one undergraduate course (limit one section) per semester (as adjunct faculty), after a successful proposal defence. Candidates shall be subject to the applicable criteria and process of hiring adjunct faculty and compensated at the rate generally offered to the adjunct faculty.
f) PhD students may be allowed to take up TA-ships or RA-ships (max. 20 hours per week) before proposal defence with the permission of their supervisor and Program Director.
g) During research work, the monthly stipend is released upon the submission of a satisfactory progress report to the Programme Office each month.
h) Failure to meet the policy provisions specified in the handbook and the deadlines announced by the Programme Office may result in delayed payment or discontinuation of the stipend.
i) Stipend payment is subject to maintaining full-time student status while enrolling and completing the minimum required credit hours of coursework and research work. (It also includes regular on-campus presence, see clause 2).
j) For leaves permissible under University/School policies (e.g. maternity leave), the student may obtain advance approval from the Programme Committee, after the recommendation of the Supervisor, for continuation of the payment of stipend.
k) For PhD students who are not present on campus for personal reasons, their stipend lapses for the period of absence and is not paid subsequently.

**Note:** The student will use Form I to apply as a Teaching Assistant, Research Associate and Teaching in an undergraduate programme.

**Interim Financing for International Travel**

Participation in reputed international conferences outside of Pakistan is an essential component of learning in the PhD Management programme at LUMS. Students are encouraged to send their research work to international conferences and journals for presentation and publication. Publication of research work in international conferences is also a requirement for graduation.

To attend international conferences, students should apply and secure external funding for international travel, stay, and other associated expenses. (HEC Pakistan is currently the premier source of such funding in Pakistan.) SDSB may provide interim funding to students in cases where students have secured external funding, but the disbursement of such funds may entail delay, which may result in non-participation. So, the students should plan accordingly well in advance.

The interim funding facility is subject to the following conditions:

a. Availability of the budget.
b. Prior approval from an external funding agency (such as HEC Pakistan).
c. Reputation of the conference - as determined by the ranking of the journal associated with the conference (A ranked or better journals are expected).
d. In case of receipt of multiple applications and limited funds, senior students, will be given priority in case they have not attended a conference outside of Pakistan earlier.

e. Preferably, the research work presented at the conference should be part of dissertation.
f. In case the external funding does not materialize, then the student availing interim finance will return the funds to the University.
g. The amount of interim funding is limited up to the amount approved by the external funding agency.
h. Approval will be given by the Dean upon recommendation by the PhD Programme Director and Associate Dean Academics.

## 8.11 General Policies

**Conflict of Interest in Academic Mers**

a. The quality of learning during coursework and research work depends upon periodic fair assessment and impartial feedback by the faculty to the student.
b. When a faculty has a personal relationship (based on family or friendship or acquaintanceship) with a student, then it is more likely to result in less than a fair assessment of the academic work and partial feedback to the student. Due to a less than fair assessment and partial feedback, the quality of academic learning and research work done by the student is more likely to suffer. This is particularly applicable to situations where there is a one to one or personalised supervisory or advisory role, such aa s PhD supervisor or project advisor. Therefore, in the best interest of the student, faculty and the institution, members of faculty should avoid teaching, assessing, examining, supervising, and advising students with whom they have a personal relationship. In other words, a personal relationship between faculty and student is likely to create a conflict of interest, which should be declared and avoided.
c. In case of interviewing an applicant for admission to the PhD Programme, faculty having a personal relationship with the applicant should not interview and evaluate the applicant and should be absent from the interview venue.

d. In case of teaching a PhD course in an unavoidable situation (such as a lack of alternative faculty to teach a specialised course), the faculty should refrain, to the extent possible, from assessing and examining the student and engage another suitably qualified faculty to examine and provide feedback to the student. In such cases, the conflict of interest should be disclosed to the Programme Director and the Associate Dean of Academics. Sometimes, disclosure of inevitable conflict of interest in such a situation to other stakeholders, e.g. students, may also be suitable.
e. In the case of PhD thesis supervision that also involves external validation and independent examination of completed work, faculty should refrain from supervision or examination under situations reflecting conflict of interest. To produce the quality of work expected of a thesis, fair and impartial interim assessment and feedback is necessary, and is less likely to be available to the student due to the inherent conflict of interest.
f. In situations involving conflict of interest, faculty should refrain from participating in committees constituted for examining and evaluating student performance.
g. To declare a conflict of interest, respective parties may use the following, or similar, statement: "I hereby declare that I do not know of any financial/non-financial conflict of interest including, but not limited to, having a close or distant family- friendship- or acquaintanceship-based relation with the applicant/student/faculty"

## 8.12 Exam Policies

**Missed Quizzes Policy**

For this policy, an instrument/sub-instrument of a course with 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 genuine cases, after verification, students may be awarded the average score in the rest of his/her quizzes the penalty ranging from 10-20%, if the student has informed the instructor of the absence before class. In such cases, students, or somebody on their behalf, must submit a Missed Quiz Petition Form to the instructor, along with other required documents within three working days of missing the quiz.

However, if the petition is not submitted on time, then the Petition Form, along with the necessary and supporting documents should be submitted to the Programme Coordination Office. The Coordination Office will maintain a record of all such cases.

When a petition is submitted through the SDSB Programme Coordination Office (PCO), and the petition is accepted, there will be a default penalty of 20% grade reduction in the average score calculated for all considered missed quizzes. However, the grade reduction in some cases may vary from 10–20 percent.
Average score is not awarded for quizzes that are missed due to late enrolment in courses.

**Make-up Examination Policy**

For the purpose of this policy, an instrument/sub-instrument of a course with greater than 10% weight will be considered an exam. Absence from examinations is permissible only in extreme situations beyond the control of the student. Serious illness of the student or death in the immediate family is regarded as a legitimate reason for scheduling a make-up exam.

For make-up exams, there will be a default penalty of 20% grade reduction in that component of the grade. An 'average score' can substitute for a make-up exam after consultation between the instructor and the Associate Dean.

The make-up exam must be taken within two weeks of the original exam, with a maximum extension of up to one month. The Programme Coordination Office, in consultation with the instructor, will coordinate this.
Private arrangements for make-up examination between a student and an instructor are not allowed.

Students who miss a scheduled make-up exam will not be given a second chance.

Students involved in extracurricular activities, arranged by societies or other institutions, need to get prior permission from the Associate Dean in case they would miss a quiz or an exam.

## 8.13 Withdrawal / Separation / Readmission Policy

**Withdrawal from the Programme**

A student in good academic standing may withdraw at any time from the programme. In such a case, the student should give an application to the Associate Dean of Academic Programmes and cite reasons for withdrawal from the programme.

A student who withdraws from the programme can apply for readmission and may be called for an interview. Decisions regarding admission are taken on the assessment of the academic record and interview performance (if applicable).

**Separation**

Students separated from the programme on academic or disciplinary grounds may appeal to the University Appeals Committee.

**Readmission**

Students may be readmitted only once after separation, unless in the case of exceptional circumstances.

All the courses taken at LUMS appear on the transcript even if a student has been readmitted. Units of courses for which credit is given after readmission are counted towards the graduation requirements, but the grades are not included in the calculation of the GPA.

In addition, students who were separated and then readmitted on academic grounds will be placed on academic probation for the rest of their stay at LUMS and will be required to maintain a minimum CGPA of 3.0 to continue.

## 8.14 Class Attendance Policy

Students are expected to attend all classes to take full advantage of the learning opportunities and to avoid missing surprise quizzes which will affect their grades in that course. Attendance is mandatory, and absences may lead to a substantial grade reduction or failure in the course as given in the course outlines. Any absence has to be approved by the instructor beforehand and reported to the programme office. If attendance falls below 70% in a course, then the student will be assigned an F grade in that course.

## 8.15 Graduation Audit Form

To assess if all the graduation requirements have been fulfilled, students in their final semester will be required to confirm in Zambeel that they want to graduate. Only students who complete their graduation requirements in their final semester of the academic year and submit their Graduation Audit Form within the announced deadline will be allowed to participate in the following annual convocation. Students will not be allowed to participate in the convocation ceremony if they have been involved in a disciplinary case and have not fulfilled the penalty, have outstanding dues, or are on hold by the Financial Aid Department.

## 8.16 Other Graduation Clearance Requirements

Clearance of graduating students from all departments at LUMS must be done through Zambeel. To initiate the clearance process, the Office of Students Affairs (OSA) send an email to graduating students before the convocation to confirm the undertaking. As part of the clearance process, students will be required to return

the specified items to the respective departments by the deadline announced by the Office of Student Affairs. Students are required to return all borrowed books and other issued material to the library, student clubs, IST, etc. If any item is pending against a graduating student, the respective department will update the requisite status in the student Zambeel self-service area. Each student will be able to view the status of his/her clearance in Zambeel. If dues are pending, students will receive a fee voucher for their self-service. The dues must be cleared well in advance of the convocation. Only students who have cleared their university dues will be allowed to attend the annual convocation and receive degree



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 one of our graduate programs - the MS in Economics, the Mphil in Comparative Humanities or the Mphil in Society, Culture and Politics.

**MS Economics**

The MS degree in Economics is a rigorous and challenging program aimed at training students in both theoretical and applied economics. Students in the program are exposed to new ideas in economics and are made familiar with the frontier of economic research. The program has two tracks – a 2.5-year trackfor students without the required undergraduate training and a 1.5-year program 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.

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 25 full-time PhDs making it a recognized national and regional center of high-quality teaching and research. The research interests of the 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 highquality of our faculty is reflected in the excellent standard and reputation of our academic programs.

**Mphil in Comparative Humanities & Mphil in Society Culture and Politics**

This year, we are delighted to welcome the first cohort of students to the Department of Humanities and Social Sciences' newly launched MPhil programs: the MPhil in Comparative Humanities and the MPhil in Society, Culture, and Politics. These interdisciplinary degrees, the first of their kind in Pakistan, offer a graduate pathway for students committed to research that transcends conventional disciplinary and area studies boundaries, fostering innovation, dialogue, and intellectual exchange.

Designed to prepare students for both professional and academic trajectories, the programs balance intellectual rigor with social engagement, historical grounding, and technological awareness. While inspired by leading international interdisciplinary models, they remain firmly anchored in a commitment to contextualized knowledge, knowledge that advances social progress, supports cultural preservation, and enables research rooted in local realities. The Humanities and Social Sciences Mphil Graduate Programs thus aim to deliver a world-class interdisciplinary education through a rigorous curriculum that engages some of the most pressing challenges of our time, including climate change, gender inequality, extremism, and populism.

The Department of Humanities and Social Sciences is the largest at LUMS, with a faculty over 50 PhDs. Over the past two decades, it has emerged as a vibrant hub for critical inquiry, fostering conversations on subjects ranging from South Asian histories and cultures to urban development, creative arts, Pakistan's regional relations, and climate and public policy. The department brings together a diverse faculty with wide-ranging interdisciplinary interests, whose innovative teaching and research continue to earn international recognition.

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.

Ali Khan
Bilquis Dawood Chair
Dean at Mushtaq Ahmad Gurmani School for Humanities and Social Sciences

# 1. Graduate Programme Policies

Various administrative offices throughout LUMS assist graduate students in their academic pursuits. However, each student is ultimately responsible for understanding and complying with all 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 Committees of each Department are constituted by the respective 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, monitoring student progress, and coordinating 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 separated students. The DGPC is expected to review all policies and procedures of the graduate programmes continuously and recommend necessary changes.

### 1.2 Graduate Programme Director (GPD)

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

### 1.3 Routing Process for Graduate Forms

Graduate students are required to file several forms pertaining to various procedures and 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. Department of Humanities & Social Sciences

The Department of Humanities and Social Sciences offers two M.Phil. programmes following 16 years of education. The M.Phil. in Comparative Humanities is designed for those with an interest in literary, historical, philosophical, and religious studies. The M.Phil. in Society, Culture, and Politics is designed for those interested in the social sciences and their intersections. A minimum CGPA of 2.50 is required for continuation in both M.Phil. programmes.

### 2.1 Requirements of the M.Phil. Programmes

#### 2.1.1 M.Phil. in Comparative Humanities

The coursework for the M.Phil. in Comparative Humanities spans four semesters. The summer semester can be used for research and language training. Students take 9 credits in each of the first and second semesters. In the third semester, they take 8 credit hours, of which 2 are a Thesis Colloquium. The fourth semester is dedicated to thesis completion. Students cannot graduate without writing a thesis. The maximum duration to complete M.Phil. requirements is 4 years.

**Requirements for M.Phil. in Comparative Humanities**

| Semester | Course | Credits |
|---|---|---|
| **First Semester (Fall)** | Core 1: Approaches in Comparative Humanities | 3 |
| | Core 2: Theory and the Global Social Sciences | 3 |
| | Elective Comparative Humanities 1 | 3 |
| **Second Semester (Spring)** | Elective Comparative Humanities 2 | 3 |
| | Elective Comparative Humanities 3 | 3 |
| | Elective Comparative Humanities 4 | 3 |
| **Third Semester (Fall)** | Elective Comparative Humanities 5 | 3 |
| | Elective Comparative Humanities 6 | 3 |
| | Thesis Colloquium | 2 |
| **Fourth Semester** | Thesis Writing | 4 |
| **Total Credit Hours** | | **30** |

#### 2.1.2 M.Phil. in Society, Culture, and Politics

The coursework for the M.Phil. in Society, Culture, and Politics spans four semesters. The summer semester can be used for research and language training. Students take 9 credits in each of the first and second semesters. In the third semester, they take 8 credit hours, of which 2 are a Thesis Colloquium. The fourth semester is dedicated to thesis completion. Students cannot graduate without writing a thesis. The maximum duration to complete M.Phil. requirements is 4 years.

**Requirements for M.Phil. in Society, Culture, and Politics**

| Semester | Course | Credits |
|---|---|---|
| **First Semester (Fall)** | Core 1: Theory and the Global Social Sciences | 3 |
| | Core 2: Approaches in Comparative Humanities | 3 |
| | Elective SCP 1 | 3 |

| Semester | Course | Credits |
|---|---|---|
| **Second Semester (Spring)** | Core 3: Research Methods in the Social Sciences | 3 |
| | Elective SCP 2 | 3 |
| | Elective SCP 3 | 3 |
| **Third Semester (Fall)** | Elective SCP 4 | 3 |
| | Elective SCP 5 | 3 |
| | Thesis Colloquium | 2 |
| **Fourth Semester** | Thesis Writing | 4 |
| **Total Credit Hours** | | **30** |

**2.1.3 Theses in M.Phil. Programmes**

The M.Phil. thesis research counts towards 6 credit hours and must be completed over two semesters. By the end of their first year, M.Phil. students must have a brief thesis proposal and an approved thesis advisor, approved by the DGPC. The thesis should ideally emerge from coursework completed during the previous year. In the fall of their second year, they must enroll in and attend the Thesis Colloquium (2 credit hours) organized by the department for all second-year students. The DGPC must assign and approve secondary and tertiary readers by the student's third semester.

In the second semester of thesis enrollment, the student must submit a written thesis document and defend the thesis in a public defense. The date of thesis defense must be decided by the student and endorsed by the thesis committee members. The date, time, and venue of the defense are announced one week in advance. The Thesis Committee must attend the defense and unanimously agree that the student has passed. Students must complete all thesis requirements (written thesis and public defense) by the end of the second semester of thesis enrollment. The written thesis document must comply with the approved thesis format of MGSHSS.

M.Phil. theses are graded as Pass or Fail.

Students unable to successfully complete their thesis research by the stipulated time must register in subsequent semesters by paying relevant fees to LUMS until graduation requirements are met, within the defined degree programme tenure.

**2.1.3.1 M.Phil. Thesis Supervisor**

Prior to registering for the Thesis Colloquium in their third semester, a student must identify a faculty member willing to supervise their thesis research. The thesis supervisor is a faculty member associated with the research area most relevant to the student's research interest. Thesis students must meet with their supervisors at least once per week or as mutually agreed. The thesis supervisor has primary responsibility for mentoring and advising the student throughout their research, as well as providing general advice and support in administrative, academic, and career-related matters.

**2.1.3.2 Forming an M.Phil. Thesis Committee**

Under the guidance of the thesis supervisor, the student prepares a thesis research proposal at the end of their first year in conjunction with their primary thesis advisor (approved by the DGPC) and submits it to the Graduate Programme Director by the designated deadline. The Graduate Programme Director convenes a meeting of the DGPC to review the proposal and assign secondary

and tertiary readers. The DGPC assigns the committee well before the end of the student's first semester of thesis enrollment.
The Thesis Committee provides comments and feedback in the first semester and recommends an "In Progress" (IP) grade. In the second semester, the Committee continues to advise and meet with the student. If a student's progress is deemed unsatisfactory, the Committee may issue written warnings and approach the DGPC for further action, which may include repeating the semester or termination of the programme.
The final stage involves a public defense organized by the student's primary, secondary, and tertiary supervisors.

#### 2.1.3.3 Thesis Registration and Grade

- Students must file the relevant form before the registration deadline for each semester in which they intend to register for thesis. Relevant forms are available at: http://portal.lums.edu.pk/RegistrarOffice/default.aspx
- The first part of the M.Phil. thesis is displayed as a zero-credit course in which an IP grade is assigned upon successful completion and attendance of the Thesis Colloquium. Students are charged 2 credit hours' tuition fee. The student enrolls in the second part of the M.Phil. thesis in their final semester, worth 4 credit hours.
- If a student chooses not to appear in the thesis defense in the second part and continues work in additional semesters, they may complete thesis requirements in upcoming semesters within the maximum time limit specified for the graduate programme. The University charges only the semester registration fee. The M.Phil. Thesis Committee reviews progress and assigns an IP or F grade during this period.
- Once the second part of the thesis is completed and the final document is submitted according to DGPC specifications, the final grade is assigned and becomes visible on the transcript.
- A Pass grade contributes towards earned credits but does not count towards CGPA. An F grade does not count towards earned credits but negatively affects CGPA.

### 2.1.4 Transfers and Academic Progress Time Limits

- Students are permitted to transfer between Comparative Humanities and Society, Culture and Politics up until two weeks prior to the start of their second semester. Students are not allowed to take electives outside of their enrolled program. Transfers from different schools/departments are not permitted.
- All M.Phil. students in the Department of Humanities and Social Sciences are expected to complete their programme’s degree requirements within 2 years, extending to within 4 years of admission for exceptional circumstances.

## 2.2 Graduation Requirements for M.Phil. Programmes

In order to graduate, students must successfully complete 24 credit hours of coursework and a 6-credit M.Phil. thesis, successfully complete all core courses, and maintain a CGPA of 2.50 at the end of each semester and at the time of graduation.

## 2.3 Probation, Separation, and Readmission

### 2.3.1 Good Academic Standing

All M.Phil. students must 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.

### 2.3.2 Probation

If a student's CGPA falls below 2.50 at the end of any semester, they will be placed on probation during the subsequent semester. Students regain good academic standing when their CGPA becomes equal to or exceeds 2.50.

During the probation period, students must maintain a semester GPA of 2.70 or higher. If the CGPA is below 2.50 but the semester GPA is 2.70 or higher, the probation period is extended. Probation can be extended only once. In the extended probationary semester, it is mandatory to achieve/maintain a CGPA of 2.50.

### 2.3.3 Separation

Students not fulfilling the requirements of probation will be separated from the programme. Students unable to maintain semester GPA and CGPA conditions for two consecutive semesters are separated from the programme.

### 2.3.4 Readmission After Separation

Students separated from the M.Phil. programme may be considered for readmission on the recommendation of the DGPC. A student may be re-admitted only once. The DGPC makes readmission recommendations on a case-by-case basis. If the readmission application is approved, an applicable readmission fee will be charged.

### 2.3.5 Readmission Conditions

- Courses with B- and above grades are awarded credits upon readmission.
- All courses taken at LUMS appear on the transcript, even if the student has been readmitted.
- Credit hours of courses for which credit is given upon readmission count towards graduation requirements, but course grades are not included in CGPA calculations.
- After readmission, in the first regular semester (Fall or Spring), students must obtain a minimum semester GPA of 2.70. They must maintain a minimum CGPA of 2.50 thereafter at the end of each regular semester. If their CGPA drops below 2.50 in any subsequent semester, they are separated from the programme without warning.
- Upon readmission, students must finish the graduate programme within the maximum allowable time of 4 years from their original date of joining.

## 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 or part-time. The number of available TA positions depends on departmental curriculum needs. TAs are selected based on academic performance. To apply for a TA award, students should contact the TA Coordinator of the Department of Humanities and Social Sciences before the start of the semester.

## 2.5 Work Restrictions

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

## 2.6 Grievance Resolution

Graduate students unsatisfied with a process, activity, decision, or behavior are encouraged to bring the matter to the attention of the GPD or DGPC. If the issue persists or if there is a conflict of interest,

students should consult the Department Chair, and if necessary, the Dean. The Dean's decision is considered final.

### 2.7 Programme Coordination Office (PCO) – Department of Humanities and Social Sciences

The Programme Coordination Office serves as a nexus of support, guidance, and resources, designed to cater to the diverse needs and aspirations of graduate students pursuing academic and professional goals. Central to our mission is providing personalized support services tailored to meet each student's unique goals and challenges. Whether through academic advising, career counseling, or extracurricular enrichment, our dedicated team offers individualized guidance and assistance at every stage of the student journey. The PCO supports students in completing their graduation requirements on time.

**Graduation Audit**: All graduate students may verify their degree requirements at any time. This verification is important to ensure students have not missed any required courses for timely degree completion.

**Useful Contacts**

| Designation | Name | Email |
|---|---|---|
| Graduate Programme Director (Society, Culture, and Politics) | Amen Jaffer | amen.jaffer@lums.edu.pk |
| Graduate Programme Director (Comparative Humanities) | Maryam W. Khan | maryam.wasif@lums.edu.pk |
| Department Chair | Dr. Ali Raza | ali.raza@lums.edu.pk |
| Manager, Programme Coordination Office | Mehreen Jamil | mehreen.jamil@lums.edu.pk |

## 3. MS Economics Programme

The Department of Economics at LUMS offers 1.5 and 2.5-year track MS Economics programs after 16 yearsof 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.

### 3.1 Requirements of the MS Economics Degree

#### 3.1.1 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 aspart of their coursework and therefore exceed 30 credit hours following approval by the GraduateProgramme 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**

| **ProgramMS 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 forthe thesis option.*

### 3.1.2 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 guideis provided below.

| Requirements for MS Economics 2.5-year Programme | |
|---|---|
| **Year 1:First Semester, Fall** | |
| ECON 100 Principles of Economics | 4 credits |
| ECON 262 Mathematics Applications in Economics | 4 credits |
| ECON 230 Statistics and Data Analysis | 4 credits |
| ECON 2301 Data Analytical Lab I | 2 credits |
| **Second Semester, Spring** | |
| ECON 211 Intermediate Microeconomics | 4 credits |
| ECON 221 Intermediate Macroeconomics | 4 credits |
| ECON 330 Econometrics | 4 credits |
| ECON 3301 Data Analytical Lab II | 2 credits |
| Total | 28 credits |

In year 2, MS Economics 2.5-year students are required to complete 30-32 credits of course work specifiedfor MS Economics 1.5-year program.

## 3.2 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.

## 3.3 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.

## 3.4 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 committeemembers. 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. Thecommittee will communicate its decision within one week of the thesis defense.

## 3.5 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 (secondpart) 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 andassign 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 anF 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.*

## 3.6 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.

## 3.7 Graduation Requirements

**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.

**2.5 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 & yeartwo; and maintain a CGPA of 2.50 at the end of each semester and at the end of each year. If the CGPA fallsbelow 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.

## 3.8 Probation, Separation and Readmission

**Good Academic Standing**

All MS students must 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.

**Probation**:

If a student's CGPA falls below 2.50 at the end of any semester, the student will be placed on probation during the subsequent 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 GPA of 2.7 or higher. In case the CGPA is less than 2.50 but the semester GPA is equal to 2.7 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 achieve/maintain a CGPA of 2.50.

**Separation**

If a student does not fulfill the requirements of probation, separation from the program will be enforced. Students who remain unable to maintain semester GPA and CGPA conditions for two consecutive semesters are separated from the programme.

**Readmission after Separation**

Students separated from the MS Economics program may be considered for readmission on the recommendation of the DGPC (Department Graduate Program Committee). A student is allowed to be re-admitted only once.

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.

**Readmission Conditions**

- The courses with B- and above grades are being awarded credits upon readmission to the 1.5-year programme and C+ and above for the 2.5-year program.
- 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.
- After readmission, in the first regular semester (Fall or Spring), the students are required to obtain a minimum semester GPA of 2.7. 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 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., 4 years from the original date of joining the programme.**

## 3.9 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 toMS 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.

## 3.10 Work Restrictions

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

## 3.11 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 | Fatima Kamran | fatima.kamran@lums.edu.p |
| Programme Coordination Associate | Zainab Batool | zainab.batool@lums.edu.pk |

## 3.12 Program Coordination Office (PCO)- Economics

Program Coordination Office serves as the nexus of support, guidance, and resources, intricately designed to cater to the diverse needs and aspirations of students embarking on their academic and professional pursuits in economics. Central to our mission is the provision of personalized support services tailored to meet the unique goals and challenges of each student. Whether it be academic advising, career counseling, or extracurricular enrichment, our team of dedicated professionals stands ready to offer individualized guidance and assistance at every stage of the student journey. PCO provides support to individuals helping them to complete their graduation journey on time.

**Program Coordination Office (PCO) - Economics, Support for Graduate Students:**

PCO Economics is available to support our students admitted to the MS ECON program. Students can always reach out to the PCO with any query or concern related to academic decision making such, course planning, semester off and withdrawal, readmission appeal or any other concern related to graduation tracking by sending an email at pco.economics@lums.edu.pk.

**Graduation Audit**: All Graduate Students must verify their degree requirements at any moment. This is important for them to ensure they have not missed any course required to complete their degree on time.

**For Appointments and Student Queries:** pco.economics@lums.edu.pk

### Contact Resources:

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|---|---|
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Syed Babar Ali

# School of Science & Engineering (SBASSE)

# SYED BABAR ALI SCHOOL OF SCIENCE AND ENGINEERING

## Dean's Message



Welcome to the Syed Babar Ali School of Science and Engineering at LUMS! I and my fellow faculty and staff are here to support you in your graduate studies. Studying for an MS or a PhD degree is a big commitment, but we believe there are few if any places better than SBASSE for postgraduate study. The research carried out here, of which many of you will be part, is at the international cutting-edge, and our courses will not only strengthen your understanding of fundamentals but also introduce you to the state-of-the-art in whichever field you have chosen.

The MS degree comes in two 'flavours': MS-by-Thesis and MS-by-Coursework and usually requires two years to complete. Students opting for the MS-by-Thesis take 24 credit hours of coursework and complete 6 credit hours of thesis research under the supervision of a faculty advisor. Students taking the MS-by-Coursework option complete 30 credit hours of coursework. You will find more details on the following pages.

The distinctive feature of the PhD degree is its focus on original research leading to international publication and a substantial thesis, but it also incorporates a valuable taught component. PhD students at LUMS can take advantage of the many resources in their own and other departments, the Central Lab and the LUMS research centres. PhD students are encouraged where possible to travel internationally, can write grants and have the chance to compete for the Syed Babar Ali Research Awards, which provide extra support for research.

Students take a postgraduate degree for many different reasons. Some of you already have professional experience in a particular field and want to learn new skills. Some of you aim to gain a qualification that is recognized and respected worldwide. Some of you are engaging in further study for love of your subject. Many of you are pursuing graduate study for a combination of reasons. No matter what your motivation, the faculty and staff of SBASSE are here to help you.

This leads me to the most important single piece of advice I can give you: Ask for help when needed! The change from undergraduate to graduate, and from MS to PhD study is a significant one. Many of you will also be moving to LUMS from another university. Taken together, these changes can be very challenging, but we only offer places at SBASSE to those we believe have what it takes to succeed. Don't forget that you are not alone. Each MS student has a faculty Advisor or a departmental Graduate Programme Coordinator to reach out to, and each PhD student has a Supervisor and PhD Committee – make use of them. When taking the coursework, reach out to your instructors. When carrying out research, talk to those working in similar areas. Talk to your fellow students. If you face any problems, you are welcome to approach your Department Chair or any of the staff and faculty coordinators listed in the 'Useful Contacts' section of the handbook. Please also feel free to contact me: walther@lums.edu.pk.

Another important piece of advice is to use the opportunity of studying at LUMS to broaden your knowledge and experience by attending seminars and (where permitted) taking electives outside your home department. For example, I can recommend a course on 'Technology Entrepreneurship: Lab to Market' that we are developing as an elective for MS and PhD students. It will be delivered by the LUMS Centre for Entrepreneurship and should be of broad interest to all graduate students, not only those considering a

start-up.

Enjoy your graduate studies!

Walther Schwarzacher
Professor of Physics,
Ahmed Dawood Chair and Dean,
Syed Babar Ali School of Science and Engineering

# 1. Graduate Programme Policies

The Syed Babar Ali School of Science and Engineering offers MS and PhD programmes in a wide range of disciplines.

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 courses, 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 or PhD proposals and thesis presentations. Other graduate student matters including complaints and grievances and further processing of graduate student forms are also handled by the GPC.

## 1.3. SBASSE Graduate Programme Committee (SGPC)

The SBASSE Graduate Programme Committee (SGPC) oversees all facets of MS and PhD Programmes. This Committee comprises of Graduate Programme Coordinators from each of the SBASSE Departments. One member of the Committee is appointed by the Dean SBASSE to serve as Convenor. All DGPC recommendations are conveyed to the SGPC through each of the Graduate Programme Coordinators for approval. Similarly, any issues or conflicts related to graduate programme that stand unresolved at the departmental level are forwarded to SGPC for deliberation. SGPC is expected to review all policies and procedures of the graduate programme continuously and recommend necessary changes to the Dean.

## 1.4. SBASSE Academic Affairs Office

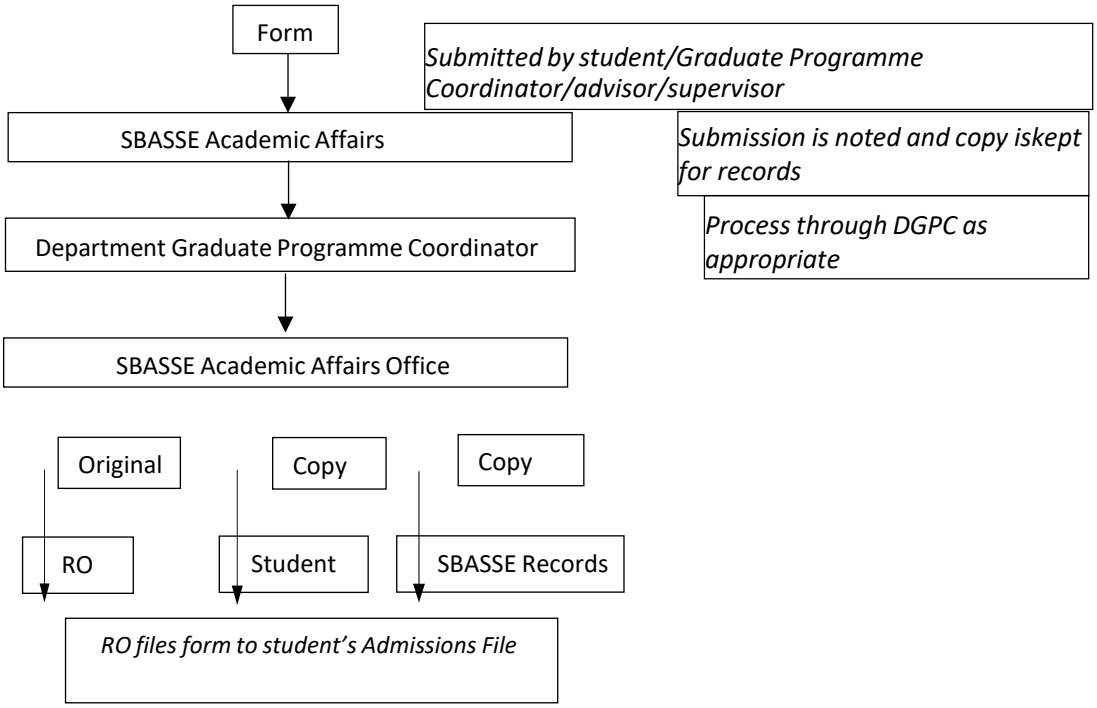
The SBASSE Academic Affairs Office is located in the Dean's Office area on the fourth floor of the SBASSE building. The Office helps graduate students deal with issues related to course enrolment. The Office also serves as a collection point for graduate student forms; students must submit filled forms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

### 1.4.1. Routing Process for Graduate Forms

Graduate students are required to file several forms pertaining to various 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, a graduate 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.

Generally, 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), Artificial Intelligence, Physics, and Mathematics. The MS inMathematics programme is co-designed by the Abdus Salam International Centre for Theoretical Physics (ICTP) in Trieste, Italy and is therefore designated an International Mathematics Masters (IMM).

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 or beyond their discipline. Each programme has its ownregulations 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 the first part. Transcript shows second part of MS Thesis with six credit hours. The student is charged three credit hours' tuition fees. In case of successful completion of thesis, the grade attained is assigned against six credit hours
5. If a student does not successfully defend his/her thesis by the end of the semester in which second part of Thesis was enrolled, the student is allowed to complete the thesis requirements in the immediately following regular semester. IP grade is assigned in the 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 but has 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 be covered 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 to opt out of MS Thesis to adopt the "non-thesis" option must take two additional graduate-level courses totaling 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 and MS project is enrolled.

In the case of MS Thesis Conversion into MS by Coursework in any semester, W grade is assigned to MS Thesis in that particular semester. The student can enroll in 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 studentopts 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 an MS degree with specialization in Cell and Molecular Biology. The MS programme has Thesis as well as course-work-only options. The MS programme coursework requirements are shown in the following table.

**Table 1. MS in Biology - Course requirements for specialization in Molecular and Cell Biology (MCB)**

| Sr. # | Category | Course Code | Course Name | Credit Hours |
|---|---|---|---|---|
| 1 | Core Courses | BIO 500 | Advanced Methods in Molecular Biology | 3 |
| 2 | | BIO 512 | Advanced Biochemistry | 3 |
| 3 | | BIO 516 | Advanced Molecular & Cell Biology | 3 |
| 4 | | BIO 531 | Computational Biology | 3 |
| 5 | | BIO 611 | Cell 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 = 18 for MS-by-thesis or non-thesis | | | | |
| 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 | | BIO523 | RNA Biology | 3 |
| 9 | | BIO 524 | Evolution | 3 |
| 10 | | BIO 527 | Plant Biotechnology | 3 |
| 11 | | BIO 532 | Network Biology | 3 |
| 12 | | BIO 534 | Topics in Systems Biology | 3 |
| 13 | | BIO 535 | Protein Informatics | 3 |
| 14 | | BIO 536 | Computational Genomics | 3 |
| 15 | | BIO 541 | Epidemiology and Methods in Clinical Research | 3 |
| 16 | | BIO 5112 | Plant Physiology | 3 |
| 17 | | BIO 503 | Critical Thinking, Scientific Writing, and Ethics | 3 |
| 18 | | BIO 5311 | Biostatistics | 3 |
| | | Any other graduate-level course offered at LUMS approved by the DGPC/Chair, including the courses with SSE 5XX prefix. | | |
| Credit hours requirement for elective courses = 6 for MS MCB-by-thesis and 9 for MS-by-coursework | | | | |

### 2.2.2. Department of Chemistry and Chemical Engineering

The Department offers MS degree in Chemistry both with Thesis as well as with course-work-only options. Thecourse 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 | | CHEM 712 | Quantum Chemistry and Spectroscopy | 3 |
| 12 | | CHEM 522 | Inorganic Material Chemistry | 3 |
| 13 | | 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 511 (Advanced Physical Chemistry I) 3CH<br>2. CHEM 521 (Advanced Inorganic Chemistry I) 3 CH<br>3. CHEM 531 (Advanced Organic Chemistry I) 3 CH | 1. CHEM 503 ExperimentalMethods 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<br>2. Elective 2 3 CH<br>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 a thesis as well as with course-work-only options. The course structure for MS in Computer Science is given in **Table 1** and the semester-wise plan is shown in **Table 2**.

**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 (1+1)</td><td>Computer Science</td><td colspan="3">CS 5102: Algorithms</td></tr>
<tr><td>Mathematics</td><td colspan="3">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><u>Stream I:</u><br>Systems and Security</td><td><u>Stream II:</u><br>Software Engineering and HCI</td><td><u>Stream III:</u><br>Data Science and Machine Learning</td></tr>
<tr><td>Examples:<br><br>CS 582: Distributed Systems<br><br>CS 585: Service Oriented Computing<br><br>CS 570: Advanced Operating Systems<br><br>CS 5714: Network Security</td><td>Examples:<br><br>CS 5613: Human Computer Interaction.<br><br>CS 564: Software Development: Tools and Processes<br><br>CS 5620: Designing Technology for Social Impact<br><br>CS 5604: AI Driven Software Engineering</td><td>Examples:<br><br>CS 5312: Big Data Analytics<br><br>CS 535: Machine Learning.<br><br>CS 5310: Computer Vision Fundamentals<br><br>CS 532: Intelligent Computing<br><br>CS 536: Data Mining<br><br>CS 5317: Deep Learning<br><br>CS 5302: Foundations of Generative AI<br><br>CS 5316: NLP</td></tr>
</table>

| | | | | | |
|---|---|---|---|---|---|
| | | | | | Theory and Applications |
| Credit hours requirement for core courses = 15 for MS-by-thesis as well as MS-by-coursework | | | | | |
| Apart from the following courses with prefix **CS 6XX**, any course with prefix **CS 5XX** taken in addition to the core requirement will also be counted as elective | | | | | |
| **Elective Courses** | Students can select electives from one or several streams. To specialize in a specific stream, a student must complete at least three elective courses for that stream for recognition in official transcripts. | *Examples:*<br><br>***CS 677:*** *Internet of Things*<br><br>***CS 678:*** *Topics in Internet Research*<br><br>***CS 6315:*** *Multi-agent Systems*<br><br>***CS 622:*** *Computer Architecture*<br><br>***CS 595:*** *Hardware Design for IoT Security*<br><br>***CS 682:*** *Topics in Computer and Network Security* | *Examples:*<br><br>***CS 666:*** *Topics in Interactive Computing*<br><br>***CS 653:*** *Digital Image processing* | *Examples:*<br><br>***CS 6303:*** *Topics in Large Language Models: Systems, Applications and Impacts* |
| Credit hour requirement for elective courses = **9 for MS-by-thesis**; **15 for MS-by-coursework**<br>*Note: Students pursuing MS by coursework can take elective courses in place of research/thesis and Student pursuing MS by Thesis can take 6 credit of MS Thesis **CS 509A** and **CS509B** in two semesters | | | | | |

#### 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, e.g. courses with prefix SSE 5XX.
- A 3-credit hour MS Project may also count towards the 15 credit hour electives requirement of theMS 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, orIndependent Studies).
- Maximum 3 credit hours of free electives from other SSE departments or schools, e.g. courses with prefix SSE 5XX.

**Table 2: Semester-Wise Course Plan for MS Computer Science**

| | **Year-1** | | **Year-2** | |
|---|---|---|---|---|
| | **Fall Semester** | **Spring Semester** | **Fall Semester** | **Spring Semester** |
| **Core Courses** | **CS 5102:** Algorithms<br>**CS 501:** Applied Probability<br>**CS 5310:** Computer Vision Fundamentals<br>**CS 5316:** NLP Theory and Applications<br>**CS 582:** Distributed Systems<br>CS 585: Service Oriented Computing<br>**CS 5604:** AI Driven Software Engineering | **CS 5714:** Network Security<br>**CS 5613:** Human-Computer Interaction and Design<br>**CS 536:** Data Mining<br>**CS 5317:** Deep Learning<br>**CS 5302:** Foundations of Generative AI | **CS 509A**<br>(MS Thesis-I) 3 CH | **CS 509B**<br>(MS Thesis-II) 3 CH |
| **Elective Courses** | **CS 682:** Topics in Computer and Network Security<br>**CS 6303:** Topics in Large Language Models: Systems, Applications and Impacts<br>**CS 667:** Coding for Careers<br>**CS 553:** Computer Graphics<br>**CS 622:** Computer Architecture<br>**CS 6313:** Multiagent System<br>**CS 595:** Hardware Design for IoT security<br>**CS 5610:** Robot Motion Planning | **CS 653:** Digital Image processing<br>**CS 353:** Machine Learning | | |
| ***Note:** Students pursuing MS by coursework can take elective courses in place of Research | | | | |

## 2.2.4. MS Artificial Intelligence (AI)

The Master of Artificial Intelligence (MS AI) is a **weekend programme** offered by the Syed Babar Ali School of Science and Engineering (SBASSE) at Lahore University of Management Sciences (LUMS), launched in 2024. This is the first SSE graduate program which is housed at school level. Designed for working professionals and students alike, the programme equips individuals with the theoretical knowledge and practical skills necessary to harness the full potential of data in today's rapidly evolving landscape. As data and intelligence continue to emerge as defining forces behind global innovation and transformation across industries, the MS AI programme prepares graduates to navigate and lead within this environment. The curriculum is grounded in strong mathematical foundations while remaining firmly aligned with the demands of industry. Delivered by a distinguished consortium of academics and experienced practitioners, the programme brings together diverse domain expertise at the intersection of artificial intelligence — ensuring students benefit from both scholarly rigour and real-world professional insight.

**Program Vision and Elective Concentrations:**

The MS AI programme at LUMS is committed to establishing a nationally distinguished graduate programme in artificial intelligence. It nurtures students by providing a rigorous balance of theoretical foundations and practical, industry-relevant skills across artificial intelligence and machine learning.

Students develop strong problem-solving capabilities, domain-specific knowledge, and hands-on competencies in data handling — applicable across diverse industries. Collaborative engagement with industry and academia on real-world challenges is central to the programme, alongside a thoughtful appreciation of the ethical and societal responsibilities associated with AI technologies. The following elective concentration tracks are available:

- Core and Foundational ML
- Robotics & Autonomous Systems
- Multimodal AI
- Data Engineering & MLOps
- Computational Physics and Quantum Machine learning
- Hardware & Embedded Systems
- Blockchains, Security & Networking
- Technology, Operations & Management
- Entrepreneurship & Technology Management

**Programme Logistics:**

The MS AI program is a weekend programme with the following structure:

- AI Core: The program has 3 Core courses which are offered on weekends.
- Weekend Electives: Significant number of AI elective courses are offered on weekends.
- Weekday Electives: Apart from weekend electives, the student can also enrol in weekday electives.

The number of Weekend-Electives vary from year to year but are offered in a way that a student can complete the degree using only AI Core and Weekend-Electives. This path is to facilitate those students who can attend classes only on the weekends.

**MS AI Core:**

- AI500: Foundations of AI

- AI501: Mathematics for AI
- AI600: Deep Learning

**MS AI Electives:**

| Weekend Electives offered by SSE (AI Electives) |
|---|
| AI 601 – Data Engineering for AI Systems |
| AI 602 – Large Language Models |
| AI 620 – Fundamentals of Data Engineering |
| AI 621 – MLOps, LLMOps, and Agentic Systems |
| AI 622 – Data: Science & Visualisation |
| AI 623 – Deep Vision-Language Models |
| AI 624 – AI on Edge Devices |
| AI 631 – Quantum Machine Learning |
| AI 641 – Think, Learn, Move: AI for Robotics |
| AI 642 – Vision and Perception for Embodied Robotics |
| AI 651 – Deep Learning for Time, Space, and Graphs |
| SSE 5XX - Technology Entrepreneurship – From Lab to Market |
| **Weekend Electives offered by SDSB** |
| TME 6101 – Tech-Entrepreneurship** |
| TME 6102 – Business Venture Planning** |
| TME 6201 – Technology, Design and Innovation Management** |
| TME 6301 – AI Applications in Business: Strategies for Technology Managers** |
| TME 6202 – Technology and Operations Management** |
| TME 6203 – Business Applications of Data Science** |
| **Weekday Electives** |
| CS 5302 – Foundations of Generative AI |
| CS 536 – Data Mining Tasks and Techniques |
| CS 5603 – Cloud Development |
| CS 5613 – Human-Computer Interaction and Design |
| CS 5714 – Network Security |
| CS 5604 – AI-Driven Software Engineering |
| CS 564 – Software Development: Tools and Processes |
| CS 677 – Internet of Things |
| CS 5614 – Software Project Management |
| CS 6314 – Dynamic Programming and Reinforcement Learning |
| CS 592 – Smart Grid: Technology and Applications |

| |
|---|
| CS 5812 – Introduction to Blockchain: Technology and Applications |
| CS 6304 – Advanced Topics in Machine Learning |
| CS 653 – Digital Image Processing and Machine Vision |
| CS 667 – Coding for Careers |
| CS 622 – Computer Architecture |
| CS 501 – Applied Probability |
| CS 5102 – Algorithms |
| CS 535 – Computer Vision Fundamentals |
| CS 5316 – NLP Theory and Applications |
| CS 682 – Topics in Computer and Network Security |
| CS 402 – Principles and Techniques of Data Science |
| CS 6303 – Topics in Large Language Models: Systems, Applications and Impacts |
| EE 522 – Embedded Systems |
| EE 5202 – VLSI Design for Artificial Intelligence |
| EE 5203 – Physics-Informed Machine Learning |
| EE 565 – Mobile Robotics |
| EE 425 – Digital System Design |
| EE 5614 – Learning for Dynamics and Control |
| MATH 527 – Elements of Computational Algebra |
| MATH 530 – Advanced Probability and Statistical Analysis |
| MATH 538 – Scientific Computation |
| BIO 531 – Computational Biology |
| BIO 536 – Computational Genomics |
| BIO 621 – Genetics and Genomics |
| BIO 5311 – Advanced Biostatistics |
| PHY 539 – Introduction to Quantum Field Theory |
| PHY 505 – Computational Physics |
| PHY 603 – Machine Learning for Physics |

**MSAI electives are not offered in summer semester, but if any other Grad relevant elective is offered, students can take it.*

*** Offered by SDSB; selected students are allowed enrolment.*

**Programme Flexibility:**

The MS AI programme offers a diverse range of electives, giving students the freedom to tailor their academic journey in accordance with their interests and career goals. Students may choose any combination of weekend or weekday electives based on their preference. The degree can be completed entirely through weekend electives or exclusively through weekday electives, providing maximum scheduling flexibility.

It is important to note, however, that Core Courses are offered on weekends only and are mandatory for all students. These core courses are exclusively delivered by the AI Department and must be completed as part of the degree requirements.

## MS Artificial Intelligence – Degree Completion Streams

The MS AI programme provides students with three alternative streams to fulfil the 30-credit hour requirement for degree completion. Core courses remain mandatory across all streams. Additionally, students may opt to take up to 6 extra credits as free electives of their choice; these will appear on the transcript but will not count toward the degree requirements.

**Alternative Study Streams**

Students may complete the MS AI degree through one of the following three streams:

- MS with Thesis *
- MS with Project
- MS by Coursework

** There is a threshold of minimum CGPA of 3.0 (at the time of thesis enrolment) to opt for the Thesis option.*

**The breakdown of credit hours is as follows:**

| Stream | Core Courses (9 CH) | Research / Project | Electives | Total CH |
|---|---|---|---|---|
| **MS with Thesis *** | 3 courses (9 CH) | Thesis I + II (6 CH) | 5 courses (15 CH) | **30 CH** |
| **MS with Project** | 3 courses (9 CH) | Capstone (3 CH) | 6 courses (18 CH) | **30 CH** |
| **MS by Coursework** | 3 courses (9 CH) | — | 7 courses (21 CH) | **30 CH** |

**Thesis / Project Enrolment Timeline:**

Students are required to complete a minimum of 9 credit hours of coursework before enrolling in Thesis or Capstone Project. This ensures a solid academic foundation before commencing supervised research or applied project work.

Please note that it is not mandatory to take Thesis I and Thesis II in consecutive semesters. Students may take a semester gap between the two thesis enrolments, subject to supervisor and advisor approval.

**Sample Study Plan – MS with Thesis Option ***

The following is an illustrative semester-by-semester plan for a student pursuing the MS AI degree under the Thesis stream. The student completes all three core courses, registers for Thesis I and II (totalling 6 credit hours of supervised research), and selects five electives from the elective pool — reaching the required 30 credit hours.

| Course Code / Name | Credit Hrs | Running Total |
|---|---|---|
| **Semester 1** | | |
| AI 500 – Foundations of AI (core) | 3 | |
| AI 501 – Mathematics for AI (core) | 3 | |
| | | **End of Semester 1 — Cumulative Total: 6** |
| **Semester 2** | | |
| AI 600 – Deep Learning (core) | 3 | |
| Elective I | 3 | |
| Elective II | 3 | |
| | | **End of Semester 2 — Cumulative Total: 15** |
| **Semester 3** | | |
| Thesis I | 3 | |
| Elective III | 3 | |
| Elective IV | 3 | |
| | | **End of Semester 3 — Cumulative Total: 24** |
| **Semester 4** | | |
| Thesis II | 3 | |
| Elective V | 3 | |
| | | **Degree Completion — Grand Total: 30 CH** |

** There is a threshold of minimum CGPA of 3.0 to opt for the Thesis option.*
*** Students can opt free electives of up to 6 credits, extra courses from any department as per their interest but they will not count towards degree.*

**Sample Study Plan 2 – MS with Project Option**
The student takes the two core courses (AI 500 and AI 501) in Semester 1, adds the third core (AI 600) and two electives in Semester 2, completes three further electives in Semester 3, and finishes in Semester 4 with one elective and a 3-credit Capstone Project — totalling 30 credit hours.

| Course Code / Name | Credit Hrs | Running Total |
|---|---|---|
| **Semester 1** | | |
| AI 500 – Foundations of AI (core) | 3 | |
| AI 501 – Mathematics for AI (core) | 3 | |
| | | **End of Semester 1 — Cumulative Total: 6** |

| | | |
|---|---|---|
| **Semester 2** | | |
| AI 600 – Deep Learning (core) | 3 | |
| Elective I | 3 | |
| Elective II | 3 | |
| | | **End of Semester 2 — Cumulative Total: 15** |
| **Semester 3** | | |
| Elective III | 3 | |
| Elective IV | 3 | |
| Elective V | 3 | |
| | | **End of Semester 3 — Cumulative Total: 24** |
| **Semester 4** | | |
| Elective VI | 3 | |
| Capstone Project | 3 | |
| | | **Degree Completion — Grand Total: 30 CH** |

** Students can opt free electives of up to 6 credits, extra courses from any department as per their interest but they will not count towards degree.*

**Sample Study Plan 3 – MS by Coursework Option**

The student takes AI 500 and AI 501 in Semester 1 (6 CH), then adds AI 600 and two electives in Semester 2, three electives in Semester 3, and two final electives in Semester 4 — completing all seven required electives and the three core courses for a total of 30 credit hours.

| Course Code / Name | Credit Hrs | Running Total |
|---|---|---|
| **Semester 1** | | |
| AI 500 – Foundations of AI (core) | 3 | |
| AI 501 – Mathematics for AI (core) | 3 | |
| | | **End of Semester 1 — Cumulative Total: 6** |
| **Semester 2** | | |
| AI 600 – Deep Learning (core) | 3 | |
| Elective I | 3 | |
| Elective II | 3 | |
| | | **End of Semester 2 — Cumulative Total: 15** |
| **Semester 3** | | |

| | | |
|---|---|---|
| Elective III | 3 | |
| Elective IV | 3 | |
| Elective V | 3 | |
| **End of Semester 3 — Cumulative Total: 24** | | |
| **Semester 4** | | |
| Elective VI | 3 | |
| Elective VII | 3 | |
| **Degree Completion — Grand Total: 30 CH** | | |

** Students can opt free electives of up to 6 credits, extra courses from any department as per their interest but they will not count towards degree*

## 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:

- MS Electrical Engineering (EE)
- MS Digital and Embedded Systems (DES)
- MS Power Engineering & Smart Grids (PESG)

### MS Electrical Engineering

Electrical Engineering continues to shape the technologies that define modern life, from intelligent machines and embedded computing to sustainable energy, advanced sensing, and connected infrastructures. As discipline evolves, it increasingly demands engineers who can combine strong theoretical foundations with the ability to work across hardware, software, data, and real-world systems. The MS in Electrical Engineering at LUMS is designed to prepare such graduates through a rigorous, flexible, and research-driven program that connects frontier technologies with locally relevant and globally significant applications.

The program offers a student-centric structure that allows students to tailor their academic pathway to their research interests and professional goals. With close faculty mentorship, students can develop depth within a chosen specialization while also drawing on interdisciplinary opportunities across the university, including management, entrepreneurship, and the basic sciences. This flexibility enables the program to serve both students interested in pursuing novel and cutting-edge research and those seeking advanced technical leadership in industry.

The MS Electrical Engineering program at LUMS is organized around four broad streams that reflect both emerging directions in the field of Electrical Engineering and the department's core areas of research strength.

- Robotics and Intelligent Systems
- Sensing, Health, and Sustainable Technologies
- Integrated Circuits and Embedded Systems
- Smart 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 courses with the SSE 5XX prefix and the 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.

**Sample Degree Plans for Different Streams**

While the MS EE program does not enforce any mandatory courses, students are encouraged to define their depth and breadth courses. Relevant courses for each of the specialization streams is shown in Tables 1 – 4. For a non-thesis option (course-work-only), students may take an Independent Study/MS Project (3 credit hours). The deliverables for the Independent Study/MS Project will be an approved report and a presentation.

**Robotics and Intelligent Systems**

This stream is designed for students interested in the state-of-the-art research and development in robotics,

autonomous systems, and embodied AI. It combines foundational training in mobile robotics, robot motion planning, image processing and computer vision, with breadth in modern AI and perception through courses such as Deep Learning, Advanced Topics in Machine Learning, Dynamic Programming and Reinforcement Learning, and Deep Vision Language Models. The stream provides students with strong preparation for cutting-edge research and professional work in intelligent physical systems that integrate perception, planning, learning, decision-making, and embedded intelligence.

| Course Code | Course Name | Credit Hours |
|---|---|---|
| EE565 | Mobile Robotics | 3 |
| EE513 | Computer Vision Fundamentals | 3 |
| EE562 | Robot Motion Planning | 3 |
| EE515 | Applied Probability | 3 |
| EE512 | Digital Image Processing | 3 |
| EE412 | Principles of Digital Audio and Video | 3 |
| EE 517 | Deep Learning | 3 |
| EE 5102 | Advanced Topics in Machine Learning | 3 |
| EE5107 | Think, Learn, Move: AI for Robotics | 3 |
| EE5105 | AI on Edge Devices | 3 |
| EE569 | Dynamic Programming and Reinforcement Learning | 3 |
| EE5104 | Deep Vision Language Models | 3 |
| EE567 | Multiagent Systems | 3 |
| EE 509A | MS Thesis-I | 3 |
| EE 509B | MS Thesis-II | 3 |

**Sensing, Health, and Sustainable Technologies**

This stream provides a strong foundation in photonics and semiconductor devices, along with advanced topics such as quantum systems. The curriculum emphasizes free-space and fiber-based optical sensing platforms for applications in point-of-care diagnostics, food safety, and mental health monitoring, and covers wearable sensor systems for continuous, real-time health monitoring based on photonic and electronic principles. It incorporates AI-enabled and physics-informed machine learning for intelligent sensing and data analysis, and addresses sustainability challenges through photovoltaic devices, battery energy storage systems, Li-ion battery degradation physics, and the broader food–energy–water nexus, preparing students for interdisciplinary, research-driven solutions in healthcare, environmental monitoring, and energy systems.

| Sr. # | Course Code | Course Name | Credit Hours |
|---|---|---|---|
| 1 | EE 5313 | Principles of Optics | 3 |
| 2 | EE 532 | Opto-Electronic Devices | 3 |
| 3 | EE 525 | Photovoltaic Devices | 3 |
| 4 | EE 5203 | Physics informed machine learning | 3 |
| 5 | EE 538 | Photonics Fundamentals | 3 |
| 6 | EE 632 | Electrodynamics II | 3 |

| | | | |
|---|---|---|---|
| 7 | EE 533 | Quantum Optics | 3 |
| 8 | EE 558 | Battery Energy Storage Systems | 3 |
| 9 | PHY 612 | Introduction to Quantum Information Science and Technology | 3 |
| 10 | PHY 535 | Advanced Condensed Matter Physics | 3 |
| 11 | PHY 505 | Computational Physics | 3 |
| 12 | PHY 5112 | Quantum Chemistry and Spectroscopy | 3 |
| 13 | PHY 517 | Quantum Mechanics | 3 |
| 14 | PHY 603 | Machine Learning for Physics | 3 |
| 15 | PHY 5104 | Quantum machine learning | 3 |
| 16 | EE 555 | Renewable Energy Systems | 3 |
| 17 | EE 509A | MS Thesis-I | 3 |
| 18 | EE 509B | MS Thesis-II | 3 |

**Integrated Circuits and Embedded Systems**

This stream provides a rigorous research pathway into the design and implementation of next-generation silicon. This curriculum bridges the gap between hardware complexity and software intelligence, preparing students to tackle the challenges of modern digital systems. It covers key areas such as digital system design, computer architecture, verification, real-time embedded systems, and embedded operating systems, preparing students to address challenges at the hardware-software interface. By combining rigorous foundations with application-oriented learning, the stream equips students for cutting-edge work in AI accelerators, hardware security, and energy-efficient edge computing, as well as for advanced research and leadership roles in the semiconductor industry.

| Sr. # | Course Code | Course Name | Credit Hours |
|---|---|---|---|
| 1 | 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 5202 | VLSI Design for Artificial Intelligence | |
| 6 | EE 5214 | Verification of Digital Systems | 3 |
| 7 | EE 527 | Mixed Signal Design | 3 |
| 8 | EE 5204 | Applied Cryptography | 3 |
| 9 | EE 565 | Mobile Robotics | 3 |
| 10 | EE5105 | AI on Edge Devices | 3 |
| 11 | CS 677 | Internet of Things | 3 |
| 12 | EE 509A | MS Thesis-I | 3 |
| 13 | EE 509B | MS Thesis-II | 3 |

**Smart Power & Energy Systems Stream**

This stream develops expertise in modern electric power systems, combining core areas such as power electronics, renewable energy systems, and power system operation with advanced topics in smart grids, battery energy storage, electric vehicles, and microgrids. The curriculum emphasizes the modeling, control,

and efficient management of sustainable and resilient energy systems, while also exposing students to AI-driven grid technologies, electricity markets, and data-driven energy management. The stream prepares graduates for advanced research and professional roles in the evolving power and energy sector. The stream also supports interdisciplinary learning through courses in socio-ecological systems, sustainability, and climate.

| Sr. # | Course Code | Course Name | Credit Hours |
|---|---|---|---|
| 1 | EE 555 | Renewable Energy Systems | 3 |
| 2 | EE 5512 | Power System Operation and Control | 3 |
| 3 | EE 559 | Power System Protection and Stability | 3 |
| 4 | EE 576 | Smart Grid Technology and Applications | 3 |
| 5 | EE 557 | Electricity Markets | 3 |
| 6 | EE 552 | Power Electronics | 3 |
| 7 | EE 558 | Battery Energy Storage Systems | 3 |
| 8 | CS 664 | Software Engineering for the Smart Grids | 3 |
| 9 | EE 5612 | Socio-ecological Systems and Sustainability | 3 |
| 10 | EE 525 | Photovoltaic Devices | 3 |
| 11 | EE5106 | Fundamentals of Data Engineering | 3 |
| 12 | EE5103 | Data: Science and Visualization | 3 |
| 13 | EE 522 | Embedded Systems | 3 |
| 14 | EE 509A | MS Thesis-I | 3 |
| 15 | EE 509B | MS Thesis-II | 3 |

### 2.2.4.1. MS Digital and Embedded Systems (DES)

The student pursuing MS degree in Digital and Embedded Systems is required to complete 30 credit hours (Cr) bytaking 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 | 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: 1 course | Any course with code EE 52X/62X | | 3 |
| 6 | Application Electives: 3 courses from Sr. 6 - 7 | Any course with code EE 5XX/6XX | | 3 * 3 = 9 |
| 7 | | Other GPC Approved courses | | |
| 8 | The remaining 6 Cr can be completed as any of the following options:<br>1) MS with Thesis Option: 6 Cr of MS Thesis<br>2) MS with Project Option: 3 Cr of MS Project and 1 course from the Application Electives bin. | | | 3 + 3 = 6 |

| | | |
|---|---|---|
| | 3) MS by Course Work Option: 2 courses from the Application Electives bin. | |

**Students who have already taken Digital Systems Design during their undergraduate studies withgood grades can ask for a waiver from the course instructor. These students would have to take anadditional major elective from the table.*

### 2.2.4.2. 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 (Depth Courses) and major electives (Breadth Courses) 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 | Depth Courses* | EE 555 | Renewable Energy Systems | 3 |
| 2 | | EE 5512 | Power System Operation and Control | 3 |
| 3 | | EE 559 | Power System Protection and Stability | 3 |
| 4 | | EE 576 | Smart Grid Technology and Applications | 3 |
| 5 | | EE 557 | Electricity Markets | 3 |
| 6 | | EE 552 | Power Electronics | 3 |
| 7 | Breadth Courses: Up to 5 courses from Sr.No. 6-15 | EE 558 | Battery Energy Storage Systems | 3 |
| 8 | | AI620/EE5107 | Fundamentals of Data Engineering | |
| 9 | | AI622/EE5103 | Data: Science and Visualization | 3 |
| 10 | | EE 525 | Photovoltaic Devices | 3 |
| 11 | | CS 677 / EE 52XX | Internet of Things | 3 |
| 12 | | CS 664 | Software Engineering for the Smart Grids | 3 |
| 13 | | EE 514 | Machine Learning | 3 |
| 14 | | EE 55x | Advanced Power Systems | 3 |
| 15 | | EE 522 | Embedded Systems | 3 |
| 16 | | EE 5612 | Socio-ecological Systems and Sustainability | 3 |
| 17 | | EE 563 | Convex Optimization | 3 |

MS with Course Work Option: 5 depth courses (15 credit hours) and 5 breadth courses (15 credit hours)

MS with Project Option: 5 depth courses (15 credit hours) and 4 breadth courses (12 credit hours) and 3 Credit Hours MS Project.

MS with Thesis Option: 5 depth courses (15 credit hours) and 3 breadth courses (9 credit hours) and 6 credit hours of Thesis (spread among two semesters at least)

* If you take all 6 depth courses (not a mandatory requirement), the requirement for breadth courses is reduced by one. Not all 6 depth courses may be offered every year. Students should therefore prioritize and plan enrolling in depth courses accordingly. Details about courses offered will be available at the start of each academic year.

## 2.2.5. Department of Mathematics

The Department of Mathematics collaborates with the International Mathematics Master (IMM) to offer a fully funded MS program.

**Program Structure of the LUMS-IMM MS in Mathematics program**

All students enrolled in the LUMS-IMM MS in Mathematics program will be following the proposed academic plan (spanning 2 years) given as under:

| First Year | Second Year |
|---|---|
| Fall: 3 core courses | Fall: 2 core (or 1 core and 1 elective) courses and Thesis I |
| Spring: 2 core courses<br>1 elective course(optional) | Spring: 1 core (or 1 elective) course and Thesis II |
| Summer: Thesis 0 | |

**Degree requirements:**

Students must complete a total of 30 credit hours - 24 from coursework and 6 from Theses I & II. Students must take at least 18 credit hours (CH) of core courses from the ones listed below and two elective courses contributing to 24CH in total. All courses are 3CH each.

**List of core courses:**

1) Probability and Statistical Analysis
2) Numerical Algebra and Analysis
3) Qualitative Differential Equations
4) Advanced General Topology
5) Advanced Algebra
6) Mathematical Analysis
7) Differential Geometry
8) Complex Analysis

**Elective courses:** Students may enroll in at most two elective courses, only subject to approval of the departmental Graduate Program Committee.

**Thesis 0:** During the summer semester which falls between first and second year of MS (IMM LUMS), students are expected to begin background building for their upcoming Masters thesis in the second year, under the guidance and supervision of a suitable instructor. This is informally called Thesis 0, since it comes before Thesis I in the subsequent Fall.

**Attendance Policy:**

For each core course enrolled, students must maintain a minimum attendance of 85% in lectures and tutorial sessions. Failure to meet this requirement will result in the student being ineligible to take the final exam.

**LUMS-IMM MS program funding available for students:**

For each admitted student, the funding granted to them will cover

1. Full tuition fees for up to 30 credit hours.
2. Hostel accommodation.
3. A monthly stipend, which will be provided up to the end of the 4th semester and will be subject to the student's status of being actively enrolled as a student.
4. Full funding for stay during Summer of the first year (to be availed during Thesis 0).
5. Only those who are selected for the Summer Internship program, during the Summer of the first year, will also be given funding for travel and stay during the internship.

Note: All of the above combined will be collectively referred to as '**LUMS-IMM funding'**.

**The following are salient features of the policy LUMS-IMM funding and Academic policy which every student must adhere to:**

**Policy governing LUMS-IMM funding:**

1. To avail LUMS-IMM funding (including tuition fee waiver) each student must maintain a cumulative grade point average (CGPA) of 3.00 or above at the end of each semester.
2. If a student's CGPA falls below 3.00 at the end of a given semester, he/she is placed on probation in the subsequent semester. This student will continue to avail LUMS-IMM funding during probation period.
3. If the student repeats any course, he/she is responsible for paying the fees to repeat that course. Such students are encouraged to explore financial aid options available at LUMS and can apply for assistance in covering the costs of repeating the course.
4. If a student withdraws from a course/semester, he/she is responsible for paying the fees to repeat that course/ semester. Such students are encouraged to explore financial aid options available at LUMS and can apply for assistance in covering the costs of repeating the course/semester.

**Probation policy:**

1. To have good academic standing, each student must maintain a cumulative grade point average (CGPA) of 3.00 or above at the end of each semester.
2. If a student's CGPA falls below 3.00 at the end of a given semester, he/she is placed on probation in the subsequent semester.
3. Students on probation regain good academic standing when their CGPA in the subsequent semester becomes equal to or exceeds 3.0.
4. In case the CGPA falls short of 3.0, but the probation semester GPA (PSGPA) is 3.3 or higher, then the student is granted an extension of probation by a second semester.
5. Students regain good academic standing when their CGPA at the end of the second probation semester becomes equal to or exceeds 3.0.

**Separation policy:**

1. Any student who has CGPA less than 3.0 AND fails to achieve a probation semester GPA (PSGPA) of 3.3 or higher, will be separated from the LUMS-IMM MS program.
2. Any student who fails to achieve a CGPA of 3.0 or higher in the second probation semester will be

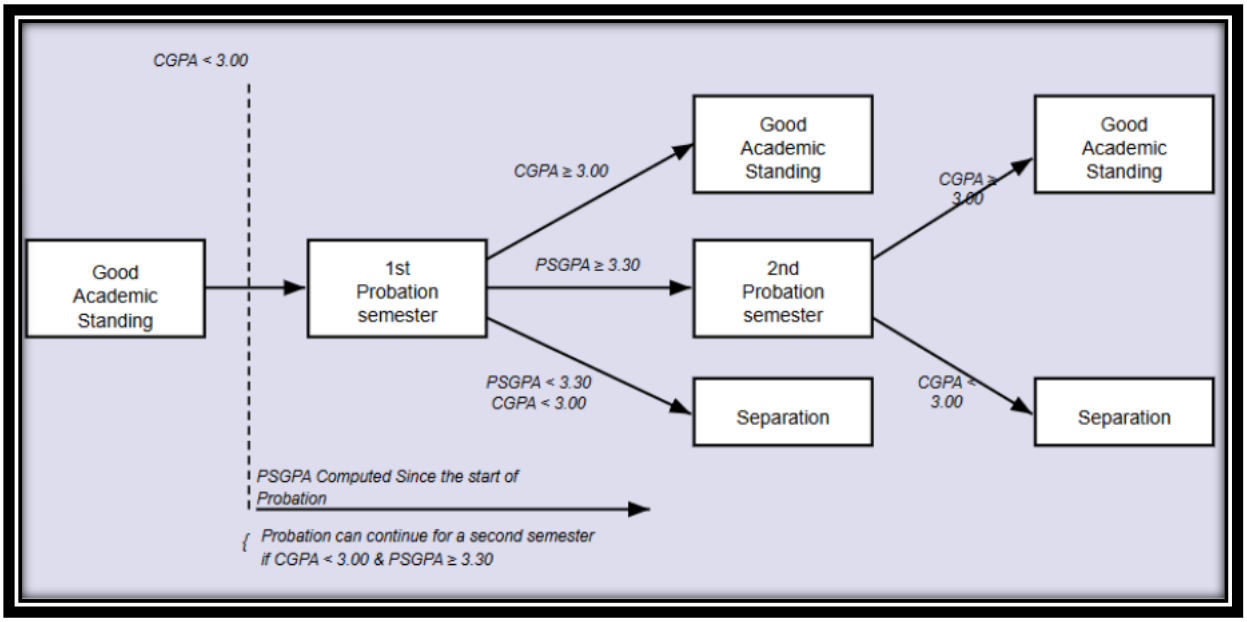
separated from the LUMS-IMM MS program.

3. If a student fails two courses or fails one course twice, he/she will be **separated from the LUMS-IMM MS program.**

**Important note regarding separation**

1. Upon separation from the LUMS-IMM MS program, all LUMS-IMM funding — including tuition fee waiver, hostel accommodation, and monthly stipend — will be immediately and permanently discontinued. Similarly, any other benefit associated with the LUMS-IMM Funding program will also cease.
2. If a student being separated from the LUMS-IMM Funding program has a CGPA of 2.5 or higher, then he/she can continue with their regular MS Math program and follow the respective requirements to complete their MS Math degree.
3. Note that should they choose to continue; they will have to do so on a self-finance basis.
4. Moreover, school graduate policies for probation and separation shall be applicable thereafter. Please refer to the student handbook for more on school graduate policies. Upon completion, they will be awarded an MS in Mathematics degree, however, they will not be awarded the LUMS-IMM certificate.

Figure 1 shows academic standing pathway.




**Summer Internship Program:**

All LUMS-IMM students can apply for a fully funded internship in a well-reputed foreign university. The summer internships, in partnership with the International Center for Theoretical Physics (ICTP), will take place in the summer semester of the first year of the program. A selection committee of experts will review applications and select students who would avail this opportunity abroad.

**Eligibility for TA-ship:** Given the rigorous program, LUMS-IMM students will only be eligible to undertake TA-ships starting from their second year of the program.

### 2.2.6. Department of Physics

The Department of Physics offers MS degree with both thesis and coursework-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 or PHY 504 | Electrodynamics or Relativistic 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 option is chosen. | | | | |
| 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 501 | Electrodynamics | 3 |
| 7 | | PHY 506 | Fundamentals of Astronomy and Astrophysics | 3 |
| 8 | | PHY 504 | Relativistic Electrodynamics | 3 |
| 9 | | PHY 505 | Computational Physics | 3 |
| 10 | | PHY 5104 | Quantum Error Correction | 3 |
| 11 | | PHY 5105 | Quantum Communication | 3 |
| 12 | | PHY 5112 | Quantum Chemistry & Spectroscopy | 3 |
| 13 | | PHY 5114 | Quantum Algorithms | 3 |
| 14 | | PHY 512 | Advanced Quantum Mechanics | 3 |
| 15 | | PHY 516 | Opto-Electronic Devices | 3 |
| 16 | | PHY 518 | Photonics Fundamentals | 3 |
| 17 | | PHY 5312 | Quantum Optics | 3 |
| 18 | | PHY 5313 | Atomic and Laser Physics | 3 |
| 19 | | PHY 5314 | Advanced Quantum Field Theory | 3 |
| 20 | | PHY 532 | Photovoltaic Devices | 3 |
| 21 | | PHY 534 | Nano electronic Devices | 3 |
| 22 | | PHY 535 | Advanced Condensed Matter Physics | 3 |
| 23 | | PHY 537 | Semiconductor Devices Fundamentals | 3 |
| 24 | | PHY 538 | Special Topics in Condensed Matter Physics | 3 |
| 25 | | PHY 539 | Introduction to Quantum Field Theory | 3 |
| 26 | | PHY 544 | Topological Methods in Physics | 3 |
| 27 | | PHY 552 | Particle and Nuclear Physics | 3 |
| 28 | | PHY 602 | Engineering Physics Project Lab | 3 |
| 29 | | PHY 603 | Machine Learning for Physics | 3 |
| 30 | | PHY 612 | Introduction to Quantum Information Science and Technology | 3 |

| | | | | |
|---|---|---|---|---|
| 31 | | PHY 632 | Electronic Structure of Matter | 3 |
| 32 | | PHY 633 | Magnetism: Theory and Experiment | 3 |
| 33 | | PHY 642 | General Relativity | 3 |
| 34 | | PHY 643 | Advanced Topics in General Relativity | 3 |
| 35 | | PHY 644 | Cosmology and Black Holes | 3 |
| 36 | | PHY 712 | Seminars in Physics | 1 |
| Maximum credit hours allowed from Elective courses bucket = 6 for MS-by-thesis; 9 for MS-by-coursework. | | | | |

**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 coursework.

**Physics: Elective courses from SSE**

Students can take two 400 or above level graduate courses that are relevant to Physics as "Electives" from within SSE with the written approval of DGPC, this may include courses with the SSE 5XX prefix

*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 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 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 and 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 60$^{th}$ 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 serve as the student's PhD supervisor (thesis advisor). When planning a PhD project, the department will consider how to mitigate for risks such as a key piece of equipment breaking down or the PhD supervisor becoming unavailable due to illness etc.

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 TimeLimit 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. Allstudents 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 the 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 proposaldefense, 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 withthe 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 isonly 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 contributestowards 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.

In case of continued deteriorating performance post Comprehensive Exam, the PhD supervisor can recommend to the DGPC that their student be considered 'at risk'. If the DGPC agrees with the supervisor's recommendation, the student's PhD committee will define a programme of work to be completed by the student within three months. After three months, if the student has completed the work to the satisfaction of the PhD committee, s/he will continue in the program. Otherwise, the supervisor can recommend separation to the DGPC, which will then forward the case to the SGPC for review, and finally to the Dean for their final approval. The decision will be shared with the RO to issue the letter of separation to the student.

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 for 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 relevant topics. 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) 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. 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 the 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 comprisesa 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 bechanged in consultation with the PhD supervisor and approval of the DGPC. This committee is expected tomeet the student at least twice a year to monitor his/her performance.

The PhD Committee administers the Comprehensive Examination as well as the PhD Proposal defense. Similarly, written as well as oral evaluation of the thesis is also handled by this committee. To form the committee, the student and the PhD supervisor must file the relevant form.

### 3.7.6 PhD Proposal Defense

The PhD Proposal is an important step in PhD studies, in which the PhD-Student must:

- Demonstrate sound comprehension of the field of study and allied areas.
- Demonstrate an in-depth understanding of the state-of-the-art in his/her field of study.
- Clearly articulate, in writing as well as through oral presentation, a specific research proposal, which if completed successfully, will merit the award of a PhD degree.

A PhD-Student must defend PhD Proposal by the end of his/her second calendar year. Separation from the programme may result if this activity is not completed on 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 defenseand sends an announcement to all faculty members and graduate students of the School at least two weeksin advance. Successful Proposal defense results in change of status of the PhD-student to PhD-Candidate.

### 3.7.7 PhD Thesis Defense

The PhD thesis defense involves defending the research work carried out by the PhD Candidate at a public

forum as well as getting a written PhD Thesis document approved by the Final Defense Committee (FDC).

The Final Defense Committee consists of all members of the PhD Committee as well as two additional members selected by the candidate in consultation with his/her supervisor. One of these additional members - known as the 'External Examiner' - must be from outside LUMS and deemed an expert in the candidate's field of study. At least one of the members of the FDC must be from another department within LUMS. The supervisor or another member of FDC serves as the convener of this committee.

In the PhD thesis defense, the candidate is expected to:

- Demonstrate his/her ability to explain the work carried out and its impact on the particular field of specialization or applicability to other areas.
- Clearly demonstrate a thorough understanding of his/her work including its shortcomings as well as future directions.
- Provide satisfactory answers to pertinent questions raised by FDC.

Ensuring the quality of the written thesis document and oral defense is the responsibility of PhD supervisorand PhD candidate. At least two positive reviews from three international experts (names proposed by the supervisor) in the area must also be sought on the written thesis before the oral defense.

The following is the sequence of steps for the PhD thesis defense:

1. Thesis draft is submitted to the PhD committee by the PhD supervisor. PhD supervisor recommends names of international reviewers who are experts in the specific area of research. The PhD committee approves the list of reviewers. The final decision as to which international reviewers to contact is decided by a majority vote of the PhD committee.

2. The PhD committee approves the formation of the FDC which comprises of the PhD committee as wellas 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/her thesis based on the reviewers' feedback and resend the revised version back, if necessary. At least two positive reviews of the thesis must be obtained from international reviewers before the oral defense. Whether a review is positive or not is decided by a majority vote by FDC.

4. When the PhD supervisor deems that the PhD candidate's thesis is ready for defense, the PhDcandidate 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 ofthe thesis and a list of

all the candidate's publications to all faculty, students and staff of LUMS. The PhD thesis defense announcement must be made at least two weeks in advance.

7. The oral defense consists of a public presentation. Following the public session, the candidate is thoroughly questioned regarding his/her thesis research in a private session with only the candidate and members of the FDC present. The members of the FDC then ask the candidate to leave. They may then deliberate amongst themselves before declaring the result of the oral defense.

8. The result of the oral defense can be either Pass or Fail. The candidate is declared pass if the majority of the FDC members agree on the pass grade; there may be only one dissenting vote. In case the FDC declares the candidate fail, FDC can stipulate a time-limit before which the candidate cannot reappear for thesis defense. The pass result could be further specified in one of the following forms:
    - Pass.
    - Pass with minor changes.
    - Re-submit with major changes.

9. Once the oral PhD thesis defense is cleared, candidate 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 of the oral defense. Members of FDC may request changes before approving the PhD thesis. The FDC members are requiredto provide adequate feedback on the thesis draft as early as possible, and no later than one month fromthe 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 responsiblefor 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

Attendance of PhD students in international conferences and workshops not only provides them with an opportunity to receive feedback from leading researchers in the field but is also 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.

To ensure fairness and transparency in distributing the limited resources available for PhD student travel, the application procedure for funding is as follows:

**Application procedure:**

To apply, a PhD student should send a letter to the Academic Affairs Lead – Grad Programmes. This should give the name and location of the conference or workshop that the applicant wishes to attend, explain its importance in the applicant's research field, and give the title and abstract (if available) of their proposed contribution, which should be based on their own PhD research. They should also provide an estimate of the costs of attendance and a statement from their supervisor(s) stating that they have no funds that could be used to support the students' conference travel. If their contribution is already accepted, a letter or email of confirmation from the organizers should also be included.

The deadlines for receiving applications are (the first weekday after) January 1st, May 1st and September 1st each year. Applications should be submitted as far in advance of the planned conference attendance as possible. Applicants should not wait for their contribution to be accepted before applying.

**Application evaluation:**
Applications will be ranked by the School Early Career Researcher (ECR) Committee, and the ranked list submitted to the Dean for final approval. The criteria to be considered during the ranking process will include the quality of the conference and the applicant's year of study (the preference will be given to students who have completed at least 2 years of PhD research). Also, the award of funding will be subject to the availability of funds during that cycle. Some preference may be given to workshops where the presentation format favours extended discussions with international researchers (Gordon Research Conferences are a good example). A further important consideration will be whether the conference presentation is a requirement for the applicant's work to be published.

**Rules**:

1. If a student is awarded a travel grant before it is known whether their contribution has been accepted by the conference organizers, and that contribution is subsequently rejected, they must inform the Academic Affairs Lead – Grad Programmes immediately. In this situation it may be possible to offer a travel grant to a student whose application was previously rejected.
2. A PhD student can receive a maximum of one travel grant during their PhD.
3. Funding is granted for the number of total event days plus two days and can be provided for a maximum of 7 days.
4. The travel grant is non-transferable and can be used only for the travel for which it was awarded.
5. The agreed budget for the conference attended must not be exceeded.
6. Expenses will be reimbursed according to standard LUMS travel policies.
7. A condition of the award is that the recipient reports back on the conference to their department – whether that is in the form of a presentation, or a written report is to be agreed with their supervisor(s) and 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 W category) or two papers (in X category journals). 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. To maintain full time status a PhD student has to enroll in at least 6 credits hours duringfall 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 using 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.

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 PhDsupervisor or committee. At the culmination of research work, study results must be compiled in the formof 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.
12. Approval of the written PhD Thesis document by the FDC, with a maximum of one dissenting vote.
13. 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 Faculty Advisors and Research Supervisors

At the time of admission, some departments assign faculty advisors to our MS students. The purpose of the faculty 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 memberassociated with the research area most relevant to the student's interest. This faculty member supervisesthe student's thesis work; and also serves as his/her advisor. Faculty 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 advisorsfrequently.

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.

**MS-Students**

Under exceptional circumstances, for example severe illness, the affected student can take a maximum oftwo 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 study plan 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 study plan 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 of the MS programme.**

**PhD Students and PhD Candidates**

PhD students and PhD candidates are expected to have a full-time commitment towards their PhD study. However, throughout an academic year, including summer semesters, PhD students are entitled to take up to three weeks leave (in addition to official holidays), subject to written approval from their supervisor(s). The department coordinator should also be informed.

Students should not request annual leave when they have coursework or teaching responsibilities. In cases of extenuating circumstances, this policy can be revisited.

### 4.3 Funding

There are different types of funding sources available for graduate students. All PhD students are provided financial support in the form of full tuition fee 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 the fall, spring and summer semesters.**

### 4.4 Graduate Research Assistantship (GRA)

A Graduate Research Assistantship (RA) can be given only to students enrolled in the PhD programme. Fora student to get selected for as GRA, s/he must be sponsored by a PhD supervisor. The PhD supervisor hasthe 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.

### 4.5 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 forcontinuation of funding.

### 4.6 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.

### 4.7 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 afterthe approval of the academic advisor and the DGPC.

### 4.8 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 Table 1.

**Table 1: Maximum number of credit hours that can be transferred to MS/PhD degree programmes at LUMS**

| Degree | Entry Status | Total LUMS Credit Hour Requirement | Maximum Transferable Credit Hours | Minimum Credits to be completed at LUMS |
|---|---|---|---|---|
| **MS** | 16 years of education culminating in a Bachelor's degree. Some coursework done beyond Bachelor's degree. | 30 | 9 | 21 |
| **PhD** | 18 years of education culminating in a Master's degree. Some coursework done beyond the Master's degree. | 42 | 9 | 33 |

### 4.8.1 Rules Governing Transfer of Credits

The cases for transfer of credits are handled by the Departmental Graduate Programme Committee (DGPC).

The following rules are used as general guidelines by the DGPC in deciding the eligibility for transfer of credits:

- Students can apply for transfer of course(s) that may or may not have a comparable LUMS counterpart. In case the request for transfer is for a course that has a comparable LUMS counterpart, the student must mention it on the relevant form. In case a student wishes to transfer course(s) that do not have a significant LUMS counterpart, the DGPC bases its decision on whether the course fits in with the overall philosophy of the degree programme or not.
- The student must have taken those courses while enrolled as a graduate student. Only those courses which yield credit towards a graduate degree may be considered for transfer. No transfer credit is given for correspondence courses.
- Only those courses are considered for transfer in which a student has secured at least a B grade (70% or a grade point of 3.0).
- Courses must have been taken at an HEC-recognized institution. The DGPC may consider well- known foreign universities as well.
- Courses taken in 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.

### 4.8.2 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 outlines of the courses to be transferred with the relevant form along with a copy ofthe 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.

### 4.8.3 Transfer of Credits Earned Through Exchange Programme

Programmes exist that provide valuable opportunities for LUMS students to gain experience abroad. If intending to take courses at an institution abroad (that has a partnership with LUMS or otherwise), detailed outlines of the courses that they wish to take at that institution should be submitted to the relevant departments for evaluation prior to leaving, to make sure that the credit hours earned for those courses will be counted towards the LUMS degree. It is the students' responsibility to ensure that the courses they are taking from their chosen institute are approved by the DGPC, to avoid chances of rejection of course credit transfer at LUMS. It will be up to the DGPC to decide whether the courses taken abroad by the students can count towards their core or elective requirements. Moreover, students are required to inform the RO and apply for semester-off for the period they intend to study those courses outside LUMS. The application should be submitted on the approved form within the communicated deadline through Zambeel self-service.

On successful completion of the period abroad, students can apply for credit transfer, as per the evaluated course outline, through the relevant form and submitting supporting documents like the transcript of the courses taken. Normally, the policy of transfer of credit hours and guidelines governing the transfer of credits given in **4.8*** will apply.

Once approved by the DGPC, they should be communicated to the Office of Registrar (RO) so that these credit hours can be added to the student's records. Grades of the courses transferred will not be shown on the transcript or count towards the semester GPA/CGPA. The number of maximum credit hours that the students can enroll in abroad will be according to the LUMS existing policy.

In case, the student wants to register for Directed Course Work or PhD Thesis Research Credits, while at another university or research institute, or the supervisor, that s/he wishes to work with, is not on campus, s/he must seek prior approval from the DGPC at LUMS. In such cases, the student will have two supervisors – one in LUMS and one at the institute that the student is visiting. DCW should be presented twice, once on exchange and again on return to LUMS. A final grade is awarded by the respective department once both (external and internal) evaluations are completed. On intimation from the department, the Office of Registrar uploads the final grade of the student in the system.

### 4.8.4 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.

## 4.9 Grievance Resolution

Graduate students who are 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 grievanceis 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. Nauman Zafar Butt | nauman.butt@lums.edu.pk |
| Academic Affairs Manager | Nouman Baig | nouman.baig@lums.edu.pk |
| Academic Affairs Lead (Grad Progs) | Ayesha Ikram Butt | ayesha.ikram@lums.edu.pk |
| **Life Sciences** | | |
| Department Chair | Dr. Zaigham Shahzad | zaigham.shahzad@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. Ghayoor Abbas | ghayoor.abbas@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. Muhammad Hamad Alizai | Hamad.alizai@lums.edu.pk |
| Department Graduate Programme Coordinator | Dr. Naveed Anwar Bhatti | naveed.bhatti@lums.edu.pk |
| Department Coordinator | Afaq Ahmed Butt | Afaq.butt@lums.edu.pk |
| **Electrical Engineering** | | |
| Department Chair | Dr. Ijaz Haider Naqvi | ijaznaqvi@lums.edu.pk |
| Department Graduate Programme | Dr. Hassan Jaleel | Hassan.jaleel@lums.edu.pk |

| | | |
|---|---|---|
| Coordinator | | |
| Department Coordinator | Anam Aftab | anam@lums.edu.pk |
| **Mathematics** | | |
| Department Chair | Dr. Shaheen Nazir | shaheen.nazir@lums.edu.pk |
| Department Graduate Programme Coordinator | Dr. Haniya Azam | haniya.azam@lums.edu.pk |
| Department Coordinator | Maryam Amir | maryam.amir@lums.edu.pk |
| | Shazia Zafar | shazia.zafar@lums.edu.pk |
| **Physics** | | |
| Department Chair | Dr. Aeysha Khaldique | aeysha.khalique@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 |
| **Artificial Intelligence** | | |
| Graduate Programme Coordinator | Dr. Muhammad Tahir | Muhammad.tahir@lums.edu.pk |
| Programme Coordinator | Asma Khalid | asma_khalid@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



The Syed Ahsan Ali & Syed Maratib Ali School of Education (SOE) was founded as a realization of Syed Babar Ali's vision to bring about transformational change to education in Pakistan. This was to be achieved by drawing in talented young people who were ready to reflect thoughtfully on educational problems, redefine practices for quality education and reimagine an education reform agenda for Pakistan. The aim of the School was to develop leaders in education who could influence policy and practice through evidence-based decision making.

Established in 2018, SOE began with a modest group of pioneer faculty members and a small cohort of students and a single programme. In just a few short years, we have grown into a thriving hub of almost 150 enrolled graduate students and around 300 graduated alumni all committed to making a meaningful contribution to education in Pakistan. In addition to our flagship graduate programme (now offered also in the weekend track mode), we offer around 40 undergraduate courses annually and four specialized Minors; i) Minor in Education; ii) Minor in Education Policy, Politics and Governance; iii) Minor in Curriculum, Instruction, and Assessment and Minor in Inclusive Education. Our courses at graduate and undergraduate programs reflect our commitment to academic excellence, equity, and impact, with enrollment exceeding 1000 students.

At the heart of SoE our unwavering commitment is to social justice, equity, and inclusion. We challenge dominant narratives and encourage you to think critically and boldly to revisit your own assumptions pre-suppositions with a willingness to learn, unlearn and relearn. This means bracing yourself to face confusion and disequilibrium. These are the primary states of being before new in-depth understanding takes root. This demands from your perseverance, trust in the process and a growth mindset.

At the School of Education, our highly qualified and accomplished faculty, alongside our dedicated staff, work with unwavering commitment to enrich the educational journey of our students. Through evidence-based teaching and learning, meaningful academic mentorship, and a strong focus on student well-being, we create an environment where every learner can thrive. We also offer robust professional development, valuable networking opportunities, and avenues to engage directly with real-world policy and practice, ensuring our students are well-prepared to lead and innovate in the field of education. Our partnerships with government bodies, NGOs, and schools are thoughtfully designed to connect classroom learning with the dynamic realities of the education sector, through initiatives such as the Practicum Showcase Conference. Our Professional Development and Policy Engagement Office stands as a testament to our commitment to bridging theory and practice in impactful ways. Complementing this, our Academics Office and the Student Support and Marketing Office work collaboratively to ensure students receive the guidance, resources, and support needed to navigate your academic journey with confidence and purpose

At SOE, we believe that every opportunity offers the potential for growth, meaningful engagement with the community, and contribution to the collective mission of advancing education in Pakistan. This path holds the promise of significant impact, and it will be inspiring to witness the contributions that emerge along the way

**Tayyaba Tamim**
Chair, Syeda Parwin Babar Ali & Dean,
Syed Ahsan Ali and Syed Maratib Ali School of Education
Lahore University of Management Sciences

# 1. Graduate Programme Regulations

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. The DGPC, chaired by the Director Academic Programmes, 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 (Regular) and MPhil ELM (Weekend Track) graduate programmes continuously and recommend necessary changes.

## 1.2. 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 (Regular) and MPhil Education Leadership and Management (Weekend Track).

The MPhil Education Leadership and Management (Regular) 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 MPhil Education Leadership and Management (Weekend Track) is a two-year weekend programme designedfor goal-oriented and seasoned professionals. This programme allows students to experience the immersiveand 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.

Both programmes are structured around six key themes:

1. Grounding in analytical methods and tools for empirical analysis and engagement with education practice
2. Introduction to leading methodological and theoretical debates from multiple disciplines that shape the education sector
3. Core emphasis on leadership theory and application in the education space
4. Critical understanding of research driven models of school effectiveness and improvement in K-12

settings, including curriculum development, teaching and learning
5. In-depth exploration of policy issues affecting education in Pakistan
6. Targeted research and field-based Practicum that will build on academic training and field exposure, resulting in a final capstone

## 2.1. MPhil Education Leadership and Management (Regular)

### 2.1.1. Credits and GPA Requirements

The regular MPhil programme requires the completion of 36 credit hours, including 27 credit hours of both taught and field-based interdisciplinary coursework along with 9 credit hours of the Practicum Capstone. 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 Regular 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 in Education | 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 Regular 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 515 Education and Happiness: Combining learning with hope and positivity | 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 525 Learning Sciences and Education Technologies | 3 credits |
| EDU 526 Enhancing Inclusion: Exploring Autism and Intellectual Disability | 3 credits |
| EDU 528 Embodied Knowing: Slow looking, Emotional Awareness and Somatic Observation | 3 credits |
| EDU 529 South Asia from the Margins: Culture and Art Education Among Distant Neighbors | 3 credits |
| EDU 5202 Pedagogy: Intersections of the Taught, Written, and Assessed Curriculum | 3 credits |
| EDU 542 Entrepreneurship and Design Thinking in Education | 3 credits |
| EDU 543 Essential Management Tools for Aspiring Educational Leaders | 3 credits |
| EDU 552 Education for Sustainable Development | 3 credits |
| EDU 553 Politics of Education Reform | 3 credits |
| EDU 563 Ethnography for Education Policy | 3 credits |
| EDU 564 Ethnography of Education | 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 | 3 credits |
| EDU 662 Impact Evaluation Methods in Education | 3 credits |
| CS 5613 Human Computer Interaction Design | 3 credits |
| MBA 6060 Managing Workplace Diversity | 3 credits |
| MBA 6324 Strategic Management of Non-profit Enterprises | (1.5 each) |

**Course Break-Down**

| **Course Type** | **Credits** | **Number of Courses** |
|---|---|---|
| Core | 27 | 10 |
| Coursework | 15 | 5 (3 credits each) |
| Field/Lab/Workshop | 3 | 3 (1 credit each) |
| Practicum Proseminar | 3 | 1 |
| Practicum | 6 | 1 |
| Elective | 9 | 3 (3 credits each) |
| **Total** | **36** | **13** |

## 2.2. MPhil Education Leadership and Management (Weekend Track)

### 2.2.1 Credits and GPA Requirements

The weekend track MPhil ELM 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 credit hours of the Practicum Capstone. 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 weekend track 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 in Education | 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 Weekend Track 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 526 Professional Learning in Education | 3 credits |
| EDUX 552 Education for Sustainable Development | 3 credits |
| EDUX 563 Ethnography for Education Policy | 3 credits |
| EDUX 613 Education for Social Justice | 3 credits |
| EDUX 615 What Does it Mean 'to be Educated'? | 3 credits |
| EDUX 616 Arts-Based Research: Exploring Creative Practices in Educational Inquiry | 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 |
| EDUX 645 Personal Productivity, Growth and Effectiveness for Educational Leaders | 3 credits |
| EDUX 646 Motivating, Engaging, and Retaining Staff in Educational Institutions | 3 credits |
| EDUX 662 Impact Evaluation Methods in Education | 3 credits |

**Course Break-Down**

| Course Type | Credits | Number of Courses |
|---|---|---|
| Core | 27 | 10 |
| Coursework | 15 | 5 (3 credits each) |
| Field/Lab/Workshop | 3 | 3 (1 credit each) |
| Practicum Proseminar | 3 | 1 |
| Practicum | 6 | 1 |
| Elective | 9 | 3 (3 credits each) |
| **Total** | **36** | **13** |

### 2.2.2 MPhil Practicum

The Practicum is a mandatory, intensive, student led, semester-long "residency" or internship with faculty oversight to develop a strategic project involving a problem of practice deeply rooted and embedded in research. 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 (Practicum Proseminar). This course and the Practicum itself build upon prior coursework 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 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.

### 2.2.3 Capstone Exercise

The final product of the Practicum is a mandatory capstone assignment which cannot be substituted with course work. It is underpinned by the philosophy of research-based and practice-oriented critical thinking about persistent education issues. Additionally, it encompasses an analytical and reflective narrative of the strategic project undertaken by the student, along with all the necessary components of good research. These comprise a critical review of existing academic literature and analyses based on primary data that lead to sound conclusions which are based on interventions, student reflections, their lessons, and recommendations.

The capstone exercise is not restricted to a standard dissertation format based only on writing. Instead, it includes education practice innovations that include but are not limited to technology-based pilot projects and/or policy analysis reports. This final product demonstrates the student's ability to identify challenges, develop strategies to address them, and clearly present their analyses and recommendations. The final stage of the practicum is the oral defense, in which the students present and publicly defend their projects.

# 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.

## 3.3. Capstone Distinction

Based on the performance of students in capstone exercise, the top three student groups are given Capstone Distinction Award.

## 3.4. Shaila and Tahir Andrabi Leadership and Service Award

A key component of both MPhil Education Leadership and Management (Regular) and MPhil Education and Leadership and Management (Weekend track) 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 several additional courses provided that if they can manage their own workload and the additional courses do not clash with the timings of the MPhil ELM (Regular) and MPhil ELM (Weekend Track) classes. Students' end of semester GPA will be calculated based on all credit hours attempted - and not MPhil ELM (Regular) and MPhil ELM (Weekend Track) 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 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 ELM (Regular) and MPhil ELM (Weekend Track) programmes. The credit hour fee will be charged at the standard per credit hour rate for graduate students. This rate applies to both undergraduate and graduate 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 (Regular) and MPhil ELM (Weekend Track) 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 ELM (Regular) and MPhil ELM (Weekend Track) is not allowed. All admitted students regardless of having an advanced degree will beginthe programme as first-year students. 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 that the student must successfully navigate. A faculty advisor will be appointed for each student at the start of the programme in order to support students in their academic pursuits, provide mentorship, and guidance through the different stages of the programme - including academic coursework, field engagement, research, and practicum placement- and provide general advice in all academic and career related matters. As a student, you are an important a part of the advising process. Given below are the roles and responsibilities of all the stakeholders that are involved in the advisement process at SOE.

***Roles of the Student Advisee:***

Students at SOE are expected to fulfil the following responsibilities for successful advisement. Students will:

1. Actively take responsibility for their academic progress. They should familiarise themselves with program requirements, semester deadlines, and student policies. It's important to seek guidance when necessary, setting up meetings with an Academic Advisor to discuss any concerns that come up.
2. Engage in discussions with your advisor about any challenges or issues that may arise, such as academic progress, course changes, internships, part-time work, and decisions regarding course or university withdrawal.
3. Maintain professionalism. Students are expected to always be on time, prepared for meetings, and notify your advisor if you need to reschedule.
4. Stay organised by keeping a well-maintained file of academic documents and following through on advisor's recommendations to stay on track. It is important to take ownership of academic progress.

***Role of the Faculty Advisor:***

Faculty advisors are an immense resource for students. To support students, faculty advisors will:

1. Help students navigate academic policies and procedures related to the curriculum, graduation requirements, and university regulations.
2. Stay informed about updates to rules and program requirements, provided by the university and the academic office, to offer accurate and useful information to advisees.
3. Advise students on their academic plans, projects, and career trajectories- where needed, guiding them to relevant offices that can support them in choosing electives, practicum placements, capstone projects, and exploring career opportunities.
4. Extend support to students if any issues come up or if they are flagged as needing assistance by the academic office.

***Role of the Academic Office:***

The Academic Office is your point of contact for multiple issues. The Office also supports advisement at SOE LUMS, and in this capacity the Office will:

1. Serve as the first point of contact for students seeking assistance and guidance.
2. Develop and maintain easily accessible resources for both students and faculty to facilitate the advising process.
3. Offer clear guidance on academic policies and procedures related to the curriculum, graduation requirements, and university regulations.
4. Keep up to date with current and changing rules, regulations, and program requirements.
5. Provide accurate and consistent information to support students' academic progress and create informational flyers and online resources to disseminate relevant updates.
6. Track students' progress toward their educational goals and maintain accurate records of their academic achievements using the online portal (Zambeel).
7. Proactively identify and address declines in academic performance, particularly for students on academic probation. The Office will flag and refer students to faculty advisors if concerns arise.
8. Direct students to appropriate institutional resources, such as the Student Advising Unit, Office of

Student Affairs, Department Program Coordinators, or Student Counsellors, when academic, behavioural, or personal issues require specialized support.

## 4.9. Probation, Separation and Readmission

### 4.9.1. Good Academic Standing

All MPhil ELM (Full time and Weekend Track) students must 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.

### 4.9.2. Probation:

If a student's CGPA falls below 2.50 at the end of any semester, the student will be placed on probation during the subsequent 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 GPA of 2.7 or higher. In case the CGPA is less than 2.50 but the semester GPA is equal to 2.7 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 achieve/maintain a CGPA of 2.50.

### 4.9.3. Separation

If a student does not meet the requirements to come out of probation or receives an F grade in core course(s) equivalent to 3 credits or more, separation from the program will be enforced. Students who remain unable to maintain semester GPA and CGPA conditions for two consecutive semesters are separated from the programme.

### 4.9.4. Readmission after withdrawal

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.

### 4.9.5. Readmission after Separation

Students separated from the MPhil (Regular) and MPhil (Weekend track) programmes may be considered for readmission on the recommendation of the DGPC. A student is allowed to be re-admitted only once.

### 4.9.6. 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 2.7. 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 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.

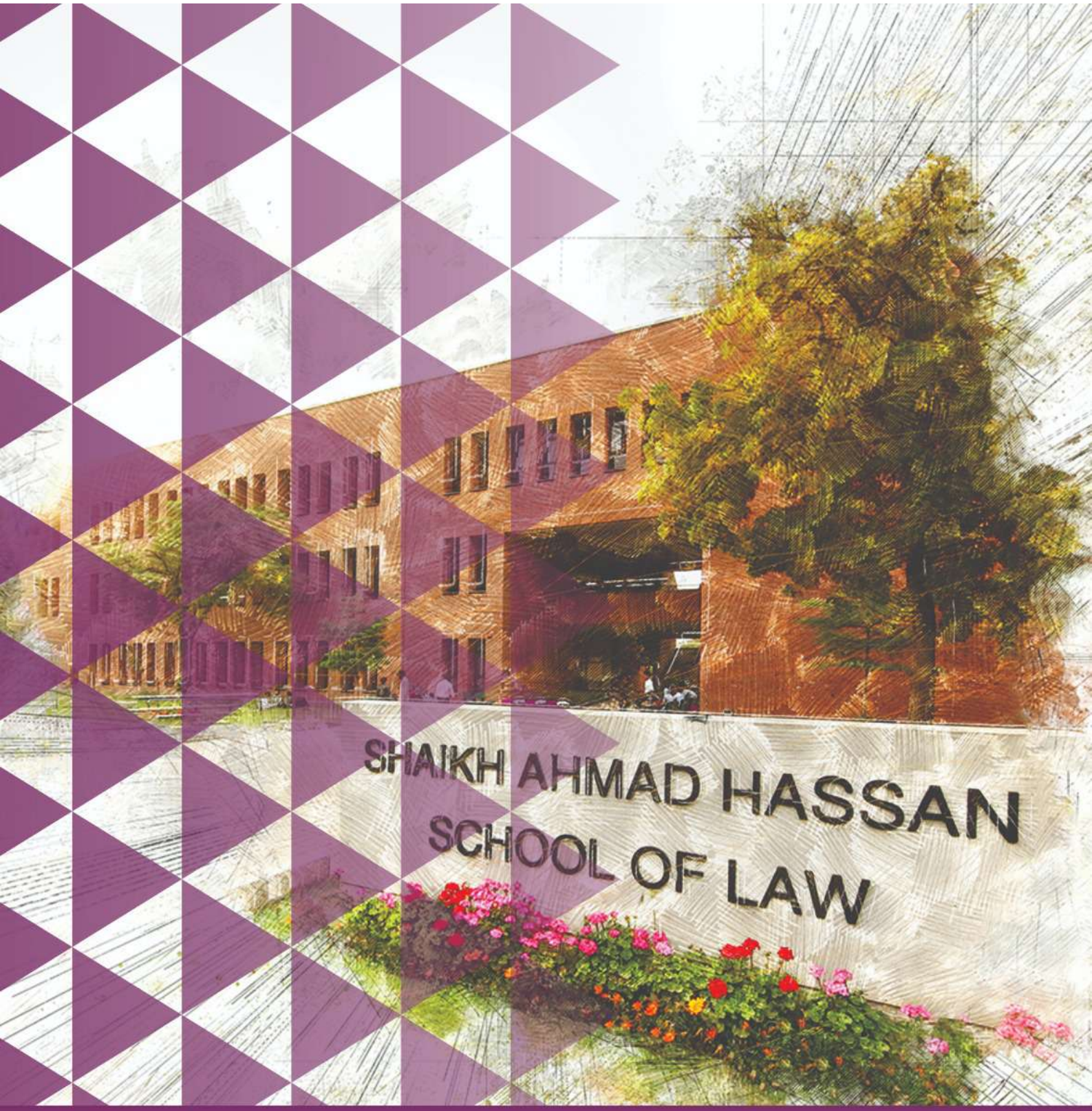
#### 4.9.7. Online Clearance Process after Withdrawal or Separation

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 of Academic Programmes, and if necessary, the Dean. Each case willbe routed to the appropriate committee/department for review.

| **Useful Contacts** | | |
|---|---|---|
| **Designation** | **Name** | **Email ID** |
| Dean | Dr Tayyaba Tamim | tayyaba.tamim@lums.edu.pk |
| Director Academic Programmes | Dr Faisal Bari | bari@lums.edu.pk |
| Head Marketing, Admissions & Student Affair | Sarah Mahmood | sarah.mahmood@lums.edu.pk |
| Academics Specialist | Shah Mahmood Khan | Shah.khan@lums.edu.pk |
| Academics Office | SOE Academics | soeacademics@lums.edu.pk |




# Shaikh Ahmad Hassan School of Law (SAHSOL)

## Shaikh Ahmad Hassan School of Law

### Dean's Message



I warmly welcome the inaugural cohort of students to the LL.M. programme at the Shaikh Ahmad Hassan School of Law. The launch of the programme marks an important milestone as SAHSOL celebrates twenty years of legal education at LUMS.

Over the past two decades, we have sought to cultivate lawyers who engage critically with legal doctrine while remaining attentive to the social, political and institutional contexts in which law operates. The LL.M. extends this commitment to the graduate level and responds to a growing need for advanced legal education in Pakistan. It has been designed to support deeper engagement with legal research, writing and analysis, while encouraging reflection on the challenges facing law, governance and society in Pakistan and the wider world.
Graduate study offers an opportunity to move beyond the acquisition of legal knowledge towards sustained inquiry. The programme invites students to examine legal questions in greater depth, engage with competing perspectives, and develop habits of careful research and critical thinking. Whether your interests lie in practice, policy, academia or public service, I encourage you to approach your studies with curiosity and a willingness to challenge your own assumptions.

I also hope that you will take advantage of the wider intellectual life of the University. LUMS offers a range of lectures, seminars and events across its schools, centres and student organisations. Some of the most rewarding conversations take place outside the classroom, and engagement with ideas beyond one's immediate area of study often enriches academic work in unexpected ways. I would also encourage you to make time for interests beyond your academic work and to take advantage of the University's sports and recreational facilities.

Finally, I hope that you will find in this programme not only academic challenge but also a sense of community. The friendships and professional relationships formed during graduate study often endure long after graduation. As faculty, we look forward to getting to know you and supporting you over the course of the programme.

I wish you every success in the years ahead.

Sadaf Aziz
Dean SAHSOL

# 1. Graduate Programme Policies

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 the 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 (SAHSOL) is responsible for reviewing and updating policies and procedures pertaining to the LL.M. programme and overseeing their implementation at the School level. The Committee also reviews student progress on an ongoing basis and monitors matters relating to academic standing, attendance, and leave of absence in coordination with the Graduate Office of Coordination and Advising (SAHSOL) and the Office of the Registrar at LUMS.

## 1.2. Graduate Office of Coordination and Advising

Housed within the Shaikh Ahmad Hassan School of Law (SAHSOL), the Graduate Office of Coordination and Advising serves as the primary point of contact for LL.M. students, and provides academic and administrative support throughout the duration of the programme.

The Graduate Office supports students in matters relating to course planning, registration, academic progression, degree requirements, and graduation processes, while coordinating with relevant University offices and faculty members as needed. Students are encouraged to consult the Graduate Office regarding questions about programme requirements, course selection, academic policies, and progression through the degree.

Where appropriate, matters requiring academic review or exceptions to standard policies may be referred to the Departmental Graduate Programme Committee (DGPC) for consideration. The Graduate Office also provides guidance on relevant University resources and support services, and assists students in planning their studies toward timely completion of the LL.M. programme.

## 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.

## 1.4. Attendance Policy

Students are expected to attend all classes to take full advantage of the learning opportunities. Some instructors require attendance to be mandatory (with a penalty for missing classes) and have substantial grade reduction associated with absences, as given in the respective course outline for each course. Missing four or more cases can result in the penalty of a reduction of one letter grade from a student's eventual overall letter grade. A student who is ten minutes late for a class is marked absent, unless s/he has a legitimate excuse communicated through prior notification to the instructor or, in exceptional cases, formally communicated after class to the instructor or the Teaching Assistant.
In line with our regulatory requirements, we mandate 75% attendance in all courses.

## 2. LL.M Programmme

The LL.M programme at the Shaikh Ahmad Hassan School of Law builds on the School's distinctive approach to legal scholarship grounded in critical inquiry and an engagement with law in its institutional, social, and political contexts. The programme offers an intellectually demanding environment in which students deepen their understanding of law while developing the skills required for advanced legal practice, research, and academic work.

### 2.1. Requirements of the LL.M Degree

#### 2.1.1. Credit Hour Requirements

The LL.M. degree requires the successful completion of thirty (30) credit hours. The programme may be completed through either of the following tracks:

- Course-Oriented Track: Completion of ten (10) courses of three (3) credit hours each; or
- Research-Intensive Track: Completion of eight (8) courses of three (3) credit hours each, along with a six (6) credit hour LL.M thesis.

An indicative semester-wise distribution of credit hours is as follows:
Semester 1: 9 credit hours
Semester 2: 9 credit hours
Semester 3: 6 credit hours
Semester 4: 6 credit hours

This distribution is not prescriptive and may vary based on student preferences, and academic advising, subject to the University's requirements on minimum and maximum course load per semester. Students are encouraged to contact the Graduate Office if their course load is likely to vary from the indicative distribution given above.

#### 2.1.2. Core Courses and Electives

The LL.M curriculum comprises a combination of core and elective courses, designed to ensure both foundational competence and advanced specialisation.
The following core courses are mandatory for all LL.M students:

- Advanced Legal Writing (3 credit hours)
- Legal Research and Methodology (3 credit hours)
- LL.M Seminar (3 credit hours)

These courses are intended to develop essential skills in legal analysis, research design, academic writing, and scholarly engagement, and must be completed in accordance with the programme structure.
In addition to core requirements, students must complete a range of elective courses to fulfil the remaining credit requirements of the degree. Electives are offered across a range of subject areas and may be organised into the following thematic streams:

- Government, Law and Citizenship
- Business Law
- Criminal Law
- Legal Theory
- International and Comparative Law

Students may choose to pursue a broad-based selection of electives across streams; or focus their coursework within a particular stream to develop subject-matter specialisation. Please note that specialisations will not be reflected in the final degree conferred upon the student.

### 2.1.3. Prescribed Undergraduate Courses

Students joining the LL.M Programme are expected to have taken the basic law courses that are pre-requisites of the core courses. However, in some cases the DGPC may prescribe graduate students to undertake one or more undergraduate 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 LL.M graduation requirements.

### 2.1.4. LL.M Thesis

The LL.M thesis is a mandatory requirement for students enrolled in the Research-Intensive Track and carries a weight of six (6) credit hours. The thesis is intended to demonstrate the student's ability to undertake independent, original legal research, and to produce a sustained piece of analytical writing engaging with relevant legal sources and scholarship.

Supervision and Topic Approvals:

LL.M students are required to identify a thesis topic in consultation with the faculty, secure a faculty supervisor, and obtain approval of the proposed topic from the DGPC. Each thesis shall be supervised by a faculty member of the school. Co-supervision may be permitted where appropriate.

Research and Submission Requirements:

The thesis shall be between 10,000 and 15,000 words, inclusive of footnotes. Detailed requirements regarding formatting, citation style, submission procedures, and deadlines shall be prescribed by the DGPC and communicated to students in advance.

Evaluation:

The thesis shall be assessed by faculty members appointed in accordance with procedures approved by the DGPC. To successfully satisfy the thesis requirement, the submitted work must, in the opinion of the examiners, demonstrate a high standard of legal scholarship, analytical skills and be of publishable quality. Further details regarding the evaluation process and grading criteria shall be prescribed by the DGPC.

### 2.1.5. Academic Progress and Time Limit to Complete the Degree

The LL.M is designed to be completed over two (2) academic years (four semesters), and students are expected to fulfil all degree requirements within this period. In accordance with the University policy, however, students may take up to a maximum of four (4) years (eight semesters) from the date of admission to complete the degree requirements.

Given the flexibility available in the distribution of course credits across semesters, students will be provided with academic advising and a recommended course plan to support timely progress toward degree completion. Students considering a course load that may extend their studies beyond the expected two-year period should consult the Graduate Office of Coordination and Advising and, where appropriate, the DGPC.

Students should note that enrolment beyond the expected initial two-year period may result in additional tuition charges and fee increases in accordance with prevailing University policies applicable to graduate programmes.

### 2.2. LL.M Programme Structure

| LL.M. Programme (Course-oriented) | | | |
|---|---|---|---|
| **1st Semester \| Fall Term** | | **2nd Semester \| Spring Term** | |
| Advanced Legal Writing | 3 credits | Legal Research and Methodology | 3 credits |
| Law Elective | 3 credits | Law Elective | 3 credits |
| Law Elective | 3 credits | Law Elective | 3 credits |
| **3rd Semester \| Fall Term** | | **4th Semester \| Spring Term** | |
| LL.M Seminar | 3 credits | Law Elective | 3 credits |
| Law Elective | 3 credits | Law Elective | 3 credits |
| **LL.M. Programme (Research Intensive)** | | | |
| **1st Semester \| Fall Term** | | **2nd Semester \| Spring Term** | |
| Advanced Legal Writing | 3 credits | Legal Research and Methodology | 3 credits |
| Law Elective | 3 credits | Law Elective | 3 credits |
| Law Elective | 3 credits | Law Elective | 3 credits |
| **3rd Semester \| Fall Term** | | **4th Semester \| Spring Term** | |
| LL.M Seminar | 3 credits | Thesis | 6 credits |
| Law Elective | 3 credits | | |
| **Total** | | **30 Credits** | |

*The following table provides an indicative semester-wise structure of the LL.M programme under the Course-Oriented and Research-Intensive tracks. The actual sequence and distribution of courses may vary based on the number of credit hours undertaken by a student in each semester

## 2.3. Repetition of course(s)

Completion of all prescribed LL.M. core courses is a requirement for graduation. A student who receives a failing grade in a core course will be required to retake the course when it is next offered. This may affect the student's planned course schedule and anticipated date of graduation.

Given the specialised nature of the LL.M. curriculum, elective offerings may vary across academic years and the School cannot guarantee that a particular elective will be offered again. Accordingly, a student who receives a failing grade in an elective course may be permitted by the DGPC to complete another approved LL.M. elective in fulfilment of the degree requirements. Where this occurs, the student's total credits completed may exceed the minimum credits required for the degree.

## 2.4. Deferment

In exceptional circumstances, a student may request a deferment of studies. Requests must be submitted to the Graduate Office of Coordination and Advising (SAHSOL), together with relevant documentation. The Departmental Graduate Programme Committee (DGPC) shall consider each request on its merits and

determine whether a deferment may be granted in accordance with applicable University policies.

## 2.5. Course Audit Policy

SAHSOL 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, SAHSOL graduate students will incur a 20% (per credit hour) fee for auditing any course beyond 30 credit hours of the LL.M programme. The credit hour fee will be charged at the standard per credit hour rate for graduate students set by the University. This rate applies to both undergraduate and graduate courses that students choose to enroll in.

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.

## 2.6. Grievance Resolution

Graduate students who have concerns regarding a process, activity, decision, or conduct related to the LL.M. programme are encouraged to raise the matter in the first instance with the Graduate Office of Coordination and Advising (SAHSOL). Where the matter cannot be resolved at that level, or where a conflict of interest exists, it may be referred to the Departmental Graduate Programme Committee (DGPC) for consideration. If the student remains dissatisfied with the outcome, the matter may be escalated to the Dean of the School. The Dean's decision shall be final.

## 2.7. Probation and Separation and Readmission

### 2.7.1. Probation and Separation

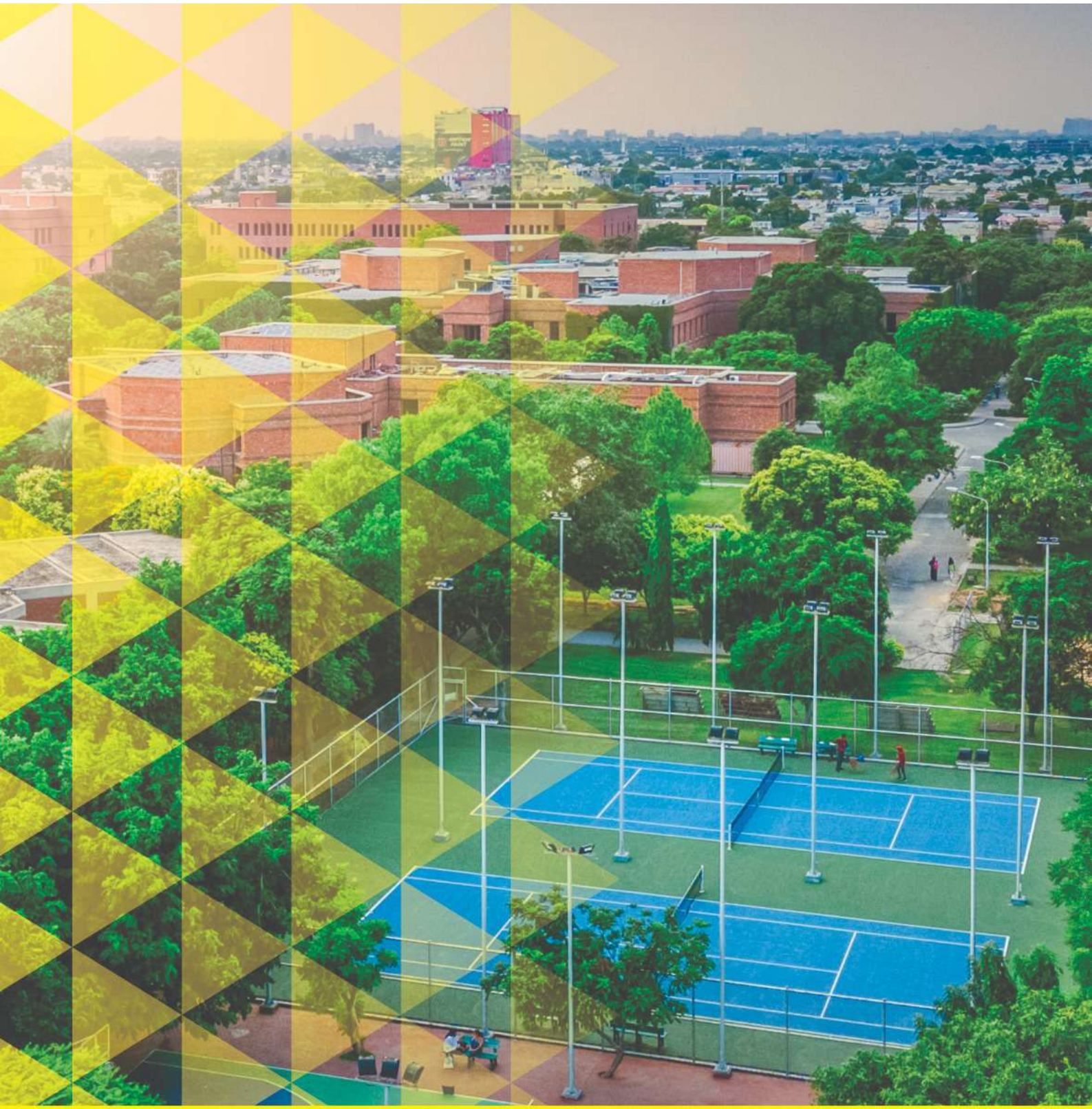
Students enrolled in the LL.M. programme are expected to maintain satisfactory academic progress throughout their studies. In accordance with Higher Education Commission (HEC) requirements, a student must achieve a minimum cumulative grade point average (CGPA) of 2.50 upon completion of 30 credit hours in order to qualify for the award of the degree.

Accordingly, a student whose CGPA falls below 2.50 at the end of any semester shall be placed on academic probation. A student regains good academic standing when the CGPA becomes equal to or exceeds 2.50.

Students who remain below the minimum CGPA requirement of 2.50 for two consecutive semesters may be separated from the programme upon review by the Departmental Graduate Programme Committee (DGPC).

### 2.7.2. Readmission

Students separated from the LL.M. programme may apply for readmission. Applications shall be considered by the Departmental Graduate Programme Committee (DGPC) on a case-by-case basis. Readmission is not guaranteed and shall be subject to the applicable academic regulations and programme time limits.



# Administrative Offices and Campus Facilities



# ADMINISTRATIVE 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 Office of Admissions is responsible for managing all aspects of student admissions at LUMS. The University is committed to enrolling individuals who are not only academically qualified but also demonstrate the potential to positively contribute to the vibrant learning environment at LUMS.

Admissions to all Graduate Programmes are conducted **once a year**, exclusively for the **Fall semester**, and are **strictly merit-based**.

**Important Information:**

- Students who are already enrolled at LUMS are **not eligible** to apply for admission to another Graduate Programme.
- Students requiring degree attestation from the **Higher Education Commission (HEC), Pakistan**, must fulfill all conditions stipulated by HEC. Detailed information is available on the HEC website: https://www.hec.gov.pk/english/services/students/DAS/Pages/Degree-Attestation.aspx
- In addition to meeting the conditions stated in their LUMS offer letter, admitted students must also comply with the requirements of relevant national authorities such as:

➢ The **Inter Board Committee of Chairmen (IBCC)**
➢ The **Higher Education Commission (HEC), Pakistan**

- The **Pakistan Engineering Council (PEC)**
- Any other applicable regulatory or accrediting body

Students are solely responsible for handling all matters related to equivalency, attestation, or verification with these organizations.

## OFFICE OF FINANCIAL AID (OFA)

Graduate education is one of the most significant investments a student makes in their academic and professional future. At LUMS, we believe that financial circumstances should not prevent talented and motivated individuals from pursuing advanced education. To support this commitment, LUMS offers a comprehensive funding framework comprising Merit scholarships, Need-based Financial Aid, externally funded opportunities, school-specific scholarships and doctoral funding packages.

The Office of Financial Aid (OFA) administers graduate financial support programmes at LUMS. The Office serves as the University's primary point of contact for applicants and students seeking guidance on scholarships, need-based Financial Aid, and related financial support policies.

The Office develops and implements financial support policies, assesses Financial Aid applications, coordinates institutional awards, communicates award decisions, and works closely with the University's academic schools to ensure that funding is administered fairly, transparently and consistently. The Office provides guidance before admission, during enrolment and throughout a student's graduate journey.

Financial support is guided by the complementary principles of recognising academic excellence and promoting equitable access to graduate education. The University views financial support as an investment in future leaders, researchers and professionals.

Students typically progress from admission, funding identification and application through assessment, award, enrolment, maintenance of eligibility and, where applicable, repayment of interest-free Financial Aid after graduation.

Students are encouraged to contact the Office whenever they require clarification about scholarships, Financial Aid, funding eligibility or payment arrangements. Enquiries may be submitted through official email channels, the Financial Aid Helpdesk, live web chat, scheduled appointments or other communication channels announced by the University.

**Funding at a Glance**

This section provides a consolidated overview of the financial support opportunities available across LUMS graduate programmes. It is intended as a quick reference to help applicants identify the funding mechanisms that may apply to their programme before reading the funding details later in this handbook.

| Programme | Merit | LUMS Financial Aid | Women's Scholarship | External Funding | School-specific Funding | PhD Funding |
|---|---|---|---|---|---|---|
| MBA | ✓ | ✓ | ✓ | MCB SPL / ADB-JSP[4] | — | — |
| MS (SDSB) | — | ✓ | ✓ | — | — | — |

[4] ADB-JSP scholarship – if available

| | | | | | | |
|---|---|---|---|---|---|---|
| Executive MBA | — | — | ✓ | MCB SPL | — | — |
| MS (SBASSE) | ✓ | ✓ | — | LUMS - Scholarship[5] | Basic Science Award[6] | — |
| MS Economics | ✓ | ✓ | ✓ | — | — | — |
| MPhil ELM | ✓ | ✓ | — | MCB SPL | — | — |
| Executive MPhil ELM | ✓ | — | — | MCB SPL | — | — |
| MPhil SCP | ✓ | — | — | — | Prof. Saba Mahmood Scholarship | — |
| MPhil Comparative Humanities | ✓ | — | — | — | Prof. Saba Mahmood Scholarship | — |
| PhD Programmes | — | — | — | — | — | ✓ |

**Understanding the Funding Types**

Merit Scholarships recognise outstanding academic achievement. LUMS Financial Aid is an interest-free loan awarded on the basis of demonstrated financial need. Women's Scholarships promote female participation in selected graduate programmes. External funding is administered by partner organisations. School-specific scholarships support designated disciplines, while doctoral funding provides comprehensive support for eligible PhD students.

Students should first identify their intended programme in the matrix above. They should then consult the corresponding funding sections to understand eligibility, application requirements, award conditions, duration of support, renewal requirements and programme-specific provisions. Some programmes provide access to multiple funding mechanisms; however, the combination of awards is governed by programme policies and the terms stated in the Financial Arrangement Letter.

**Important Notes**

- Availability of funding varies by programme and admission cycle.
- Meeting eligibility requirements does not guarantee an award.
- Programme-specific credit-hour limits and continuation requirements apply.
- The Financial Arrangement Letter is the official record of the funding awarded.

**Merit Scholarships**

Merit Scholarships recognise outstanding academic achievement and are intended to attract exceptional students to LUMS graduate programmes. These awards celebrate excellence and support students who demonstrate strong academic potential, leadership qualities and the ability to contribute to the University community.

The Merit Scholarship programme aims to reward excellence, encourage high academic performance, strengthen graduate cohorts and enhance access for outstanding applicants. Awards are funded by the University and are subject to institutional policy and the availability of funding.

[5] LUMS-IMM Scholarship is available only for the SBASSE MS Mathematics Programme.

[6] Basic Science Award – available for the SBASSE MS Biology, Chemistry, and Physics Programmes.

**Eligibility**

Applicants admitted to eligible graduate programmes are automatically considered for Merit Scholarships unless otherwise stated. Selection is competitive and is based on admission performance, academic record and any programme-specific evaluation criteria.

For new students, Merit Scholarships are awarded following the admission process. For the Returning batch, each academic school evaluates eligible applicants in accordance with Programme policies. No separate scholarship application is normally required.

**Programme-specific Scholarship Provisions**

**MBA**

For the 1st year, the merit scholarship is awarded on the basis of one of the following criteria:

- A 50% Tuition Fee waiver is awarded to admitted students with a GMAT score of 700 or higher or an equivalent GRE (General) score.
- Top-ranked admitted applicants may receive a 50% tuition fee waiver during the first academic year.

Separate second-year merit awards are based on academic performance achieved during the first year.

**MS Programmes – SBASSE**

Eligible students may receive a Merit Scholarship covering up to 18 credit hours during the first academic year, subject to Programme policy.

**MS Economics**

Outstanding applicants may receive Merit Scholarships as determined by Programme-specific admission criteria and available funding.

**MPhil Education Leadership and Management & MPhil Education Leadership and Management - Weekend Track for Executives**

Selected applicants may receive a scholarship covering up to 100% tuition for the approved Programme duration (normally 42 credit hours), subject to maintaining required academic standards. If a student qualifies for both a Merit Scholarship and LUMS Financial Aid (where the Programme permits applications for Financial Aid), they will receive whichever award provides the greater financial benefit.

**Maintaining Eligibility**

Recipients are expected to maintain satisfactory academic progress, remain enrolled in the approved Programme, comply with all academic and disciplinary regulations, and satisfy any Programme-specific continuation requirements communicated by the relevant school.

**Renewal**

Some Merit Scholarships are awarded for one academic year only, while others may continue for the normal programme duration subject to satisfactory academic performance. Students should refer to their Financial Arrangement Letter for award-specific renewal conditions.

**Important Notes**

- Meeting eligibility criteria does not guarantee a scholarship.
- Awards are subject to the availability of funding.
- Programme-specific credit-hour limits and renewal conditions apply.
- Applicants should be aware that the presentation of incorrect/false/forged/fraudulent information or document(s) in connection with admissions and financial aid is a criminal offence, and the University reserves the right to initiate appropriate action. Action may include, but is not limited to, cancellation of an application for admission/financial aid, an offer of admission, or enrollment.

- The Financial Arrangement Letter contains the official terms and conditions.

**1. LUMS Financial Aid (Interest-Free Loan)**

LUMS Financial Aid is the University's primary need-based funding programme for graduate students. It is provided as an interest-free loan to enable academically qualified students with demonstrated financial need to pursue graduate education. Awards are made in accordance with University policy, programme-specific regulations, and the availability of funding.

The programme is designed to reduce financial barriers while ensuring the long-term sustainability of institutional resources. Graduates repay the interest-free loan after completing their studies, allowing future generations of students to benefit from the same support.

LUMS Financial Aid enables deserving students to pursue graduate study through an interest-free loan programme based on demonstrated financial need.

**Eligibility**

Applicants seeking LUMS Financial Aid must indicate their intention to apply through the Online Admission Application, submit their admission application, and pay the required application processing fee by the prescribed deadline. Once these requirements are met, access to the Financial Aid application is provided through the Online Admission Portal.

Applicants are required to submit a complete Financial Aid application, together with all supporting documents, by the published deadline. Incomplete or late applications will not be considered for Financial Aid assessment for the relevant admission cycle.

**Financial Need Assessment**

The Office of Financial Aid reviews each application individually. The assessment considers household income, family size, assets, liabilities, educational expenses, and other indicators relevant to the applicant's financial circumstances. The information provided must be accurate, complete, and verifiable.

**Programme-specific Provisions**

The following summary highlights the principal Programme-specific provisions:

- **MBA** – Support may cover tuition and semester registration fees for the normal Programme duration.
- **MS Programmes (SDSB)** – Financial Aid may cover up to 36 credit hours. Eligible recipients may receive support for one repeat course in accordance with Programme policy.
- **MS Programmes (SBASSE)** – Financial Aid may cover up to 36 credit hours together with applicable semester registration fees.
- **MS Economics** – Support may cover up to 36 credit hours for the 1.5-year MS Economics Programme or up to 66 credit hours for the 2.5-year MS Economics Programme.
- **MPhil Education Leadership & Management** – Financial Aid may cover up to 42 credit hours and the applicable semester registration fees.

**Annual Reassessment**

Students enrolled in programmes offering LUMS Financial Aid may apply for need-based financial assistance during the designated application period each academic year, subject to the applicable eligibility criteria. Both current recipients of financial support (such as Tuition Fee Waivers, Merit Scholarships, and LUMS Interest-Free Loans) and first-time applicants are eligible to apply.

Financial Aid for returning students is assessed annually. To continue receiving financial assistance in subsequent years, recipients must submit a Financial Aid application, together with the required supporting documentation, by the deadline specified by the Office of Financial Aid (OFA).

The application process normally begins in December each year, when the Office of Financial Aid invites eligible students to submit the required application and supporting documents. Applications received after

the published deadline will not be considered. Financial Aid awards may increase, decrease, remain unchanged, or be discontinued following reassessment.

**Repayment**

Repayment of the interest-free loan normally begins six months after graduation and must be completed within 3–5 years. Graduates are expected to repay the outstanding balance over the repayment period communicated by the University. Early repayment is permitted without penalty.

**Maintaining Eligibility**

Recipients must maintain satisfactory academic progress, remain enrolled in the approved Programme, comply with University regulations, and fulfil any reporting or documentation requirements associated with their award.

**Important Notes**

Financial Aid is awarded on the basis of demonstrated need and is not guaranteed. Applicants should be aware that the presentation of incorrect/false/forged/fraudulent information or document(s) in connection with admissions and financial aid is a criminal offence, and the University reserves the right to initiate appropriate action. Action may include, but is not limited to, cancellation of an application for admission/financial aid, an offer of admission, or enrollment. Awards remain subject to programme policies, available funding, and the conditions stated in the Financial Arrangement Letter.

**Women's Scholarship**

The Women's Scholarship supports the University's commitment to increasing female participation in graduate education by providing tuition support to outstanding female applicants admitted to designated Programmes.

The scholarship encourages diversity, leadership and academic excellence by reducing the financial burden on eligible students.

Eligible female applicants admitted to designated programmes are automatically considered during the admission process. No separate application is normally required.

The Women's Scholarship recognises talented female students and supports greater participation in graduate education.

**Programme-specific Provisions**

- **MBA:** 50% tuition fee waiver for the approved duration subject to Programme policy.
- **MS (SDSB):** up to 36 credit hours; repeat courses are excluded.
- **Executive MBA:** 50% tuition fee waiver for the approved Programme duration.
- **MS (Econ):** 50% tuition fee waiver for up to 36 or 66 credit hours, depending on the duration of the programme.

**Maintaining Eligibility**

Recipients must maintain satisfactory academic progress, remain enrolled and comply with all University and Programme regulations.

**Important Notes**

Awards are subject to funding availability and programme rules. Applicants should be aware that the presentation of incorrect/false/forged/fraudulent information or document(s) in connection with admissions and financial aid is a criminal offence, and the University reserves the right to initiate appropriate action. Action may include, but is not limited to, cancellation of an application for admission/financial aid, an offer of admission, or enrollment. The Financial Arrangement Letter contains the official award conditions.

## 2. External Funding Opportunities

LUMS facilitates selected external funding opportunities offered by partner organisations. These opportunities complement University-administered financial support and remain subject to the policies of the respective funding organisations.

External funding opportunities broaden access to graduate education by complementing institutional financial support. The availability of external funding opportunities is subject to donor funding and may vary from year to year. The Office of Financial Aid actively pursues external funding opportunities and contacts eligible students when such opportunities become available. For further information about any external funding opportunity, students are encouraged to contact the Office of Financial Aid.

**MCB Student Personal Loan**

Eligible students in designated programmes may apply for the MCB Student Personal Loan. Approval, loan amount and repayment terms are determined solely by MCB Bank.

**Asian Development Bank–Japan Scholarship Programme**

Eligible MBA applicants from qualifying countries may be considered for the ADB–Japan Scholarship Programme in accordance with ADB eligibility requirements and available funding.

**Student Responsibilities**

Students should review the eligibility requirements published by the funding organisation, submit complete documentation and comply with all conditions attached to the award or loan.

**Important Notes**

External funding is independent of LUMS admission decisions. Receiving admission does not guarantee funding from an external organisation. Applicants should be aware that the presentation of incorrect/false/forged/fraudulent information or document(s) in connection with admissions and financial aid is a criminal offence, and the University reserves the right to initiate appropriate action. Action may include, but is not limited to, cancellation of an application for admission/financial aid, an offer of admission, or enrollment.

## 3. School-Specific Scholarships

In addition to University-wide funding, several academic schools offer scholarships tailored to specific graduate programmes. These awards promote excellence in priority disciplines and may be funded by the University, donors, or partner organisations.

School-specific scholarships complement University-wide funding by supporting students in designated academic disciplines.

**Basic Science Award**

Available to eligible students enrolled in designated SBASSE Master's programmes. The award supports study in the basic sciences and is subject to Programme regulations, satisfactory academic progress, and available funding. If a student qualifies for the LUMS Interest-free loan or Basic Science Award, their financial support package will adjust the Basic Science Award.

**LUMS–IMM Scholarship**

The LUMS–IMM Scholarship supports eligible students in the MS Mathematics programme. Recipients are expected to maintain the prescribed academic standards and remain enrolled full-time for the approved programme duration.

**Professor Saba Mahmood Scholarship**

This scholarship supports eligible students enrolled in the MPhil Society, Culture and Politics and MPhil

Comparative Humanities programmes. It honours Professor Saba Mahmood's legacy by promoting scholarship in the humanities and social sciences.

Only students who have received offers of admission for the graduate programmes offered by the Department of Humanities and Social Sciences shall be shortlisted for the said scholarship, provided that such students have either qualified for the LUMS Financial Aid Programme or have demonstrated outstanding merit.

**Maintaining Eligibility**

Recipients must maintain satisfactory academic progress, comply with programme requirements, and remain enrolled in the approved programme. Continuation is subject to programme-specific policies.

**Important Notes**

School-specific scholarships may not be combined with other awards where programme policies prohibit dual funding. Applicants should be aware that the presentation of incorrect/false/forged/fraudulent information or document(s) in connection with admissions and financial aid is a criminal offence, and the University reserves the right to initiate appropriate action. Action may include, but is not limited to, cancellation of an application for admission/financial aid, an offer of admission, or enrollment. The Financial Arrangement Letter contains the official terms and conditions.

## 4. PhD Funding

LUMS provides comprehensive financial support to eligible doctoral students to foster advanced research and academic excellence. Funding packages are designed to enable full-time engagement in doctoral study.

**Funding Package**

Eligible PhD students may receive tuition fee waivers, admission fee waivers, semester registration fee waivers, monthly stipends, and opportunities to serve as Teaching or Research Assistants, subject to programme policy.

Doctoral funding reflects the University's commitment to research excellence and provides comprehensive support for eligible PhD students throughout their programme.

**Programme-specific Provisions**

SBASSE doctoral programmes typically provide tuition support for up to 45 approved credit hours, together with a monthly stipend. The PhD Management programme provides tuition support for up to 63 approved credit hours, together with a monthly stipend, in accordance with Programme regulations. For both SBASSE and PhD Management programmes, the monthly stipend is payable for a maximum of 48 monthly instalments from the date of enrolment.

**Teaching and Research Assistantships**

Assistantships provide valuable professional development while supporting the University's teaching and research mission. Opportunities depend on departmental needs and faculty approval.

**Renewal of Funding**

Funding is normally reviewed annually. Renewal depends on satisfactory academic progress, research performance, supervisor recommendations, and compliance with University regulations.

**Maintaining Eligibility**

Students must maintain full-time enrolment, meet Programme milestones, demonstrate satisfactory progress, and comply with all University policies.

**Important Notes**

Applicants should be aware that the presentation of incorrect/false/forged/fraudulent information or document(s) in connection with admissions and financial aid is a criminal offence, and the University reserves the right to initiate appropriate action. Action may include, but is not limited to, cancellation of an application for admission/financial aid, an offer of admission, or enrollment.

**Applying for Financial Support**

The application process for graduate financial support has been designed to be transparent, equitable, and efficient. Applicants are encouraged to review the eligibility requirements for each funding opportunity and ensure that all required information is submitted before the published deadlines.

**Step 1 – Apply for Admission**

Applicants seeking LUMS Financial Aid must indicate their intention to apply through the Online Admission Application, submit their admission application, and pay the required application processing fee by the prescribed deadline. Once these requirements are met, access to the Financial Aid application is provided through the Online Admission Portal. Applicants are required to submit a complete Financial Aid application, together with all supporting documents, by the published deadline. Incomplete or late applications will not be considered for Financial Aid assessment for the relevant admission cycle. *Admission decisions are made independently of financial need.*

**Step 2 – Identify Applicable Funding**

Using the Programme Funding Matrix and the funding details available on the website, applicants should identify the scholarships, Financial Aid, or external funding opportunities available for their intended programme.

**Step 3 – Submit Required Applications**

Where required, applicants must complete the Financial Aid application and submit all supporting documentation before the relevant deadline. Merit-based awards generally do not require a separate application unless specified by the programme.

**Financial Need Verification**

The Office of Financial Aid verifies need-based applications using information relating to household income, assets, liabilities, family size, educational expenses, and other relevant financial indicators. Additional documentation may be requested where necessary.

**Financial Need Assessment**

The LUMS Financial Aid Committee assesses each application by evaluating the applicant's demonstrated financial need to determine whether the family's available resources are sufficient to meet the cost of attending LUMS.

**Award Decisions**

Applicants receive a Financial Arrangement Letter outlining the type of support awarded, duration, coverage, renewal requirements, and any programme-specific conditions. Students should review this document carefully before accepting the award.

**Continuing Students**

Students enrolled in programmes offering LUMS Financial Aid may apply for need-based financial assistance during the designated application period each academic year, subject to the applicable eligibility criteria. Both current recipients of financial support (such as Tuition Fee Waivers, Merit Scholarships, and LUMS Interest-Free Loans) and first-time applicants are eligible to apply.

Financial Aid for returning students is assessed annually. To continue receiving financial assistance in subsequent years, recipients must submit a Financial Aid application, together with the required supporting documentation, by the deadline specified by the Office of Financial Aid (OFA).
The application process normally begins in December each year, when the Office of Financial Aid invites eligible students to submit the required application and supporting documents. Applications received after the published deadline will not be considered. Financial Aid awards may increase, decrease, remain unchanged, or be discontinued following reassessment.

**Applicant Responsibilities**
Applicants are responsible for providing complete and accurate information, meeting all deadlines, responding promptly to requests for clarification, and informing the Office of Financial Aid of any significant changes in financial circumstances.
Understanding the application process helps applicants submit complete applications and avoid unnecessary delays in the assessment of their financial support.

**Student Support Services**
The Office of Financial Aid provides a range of services to assist prospective and current graduate students throughout the funding process. Staff members are available to answer questions, explain policies, and provide guidance on financial support options.

**Financial Aid Helpdesk**
The Financial Aid Helpdesk, available at helpdeskofa@lums.edu.pk, responds to enquiries relating to scholarships, Financial Aid, required documentation, application procedures, and award conditions.

**Live Web Chat**
During the admissions cycle, applicants may access live online support for general questions regarding graduate financial support and application procedures.

**Individual Appointments**
Applicants and students may schedule appointments with Financial Aid Advisors to discuss funding opportunities, application requirements, and special circumstances requiring individual guidance.

**Communication Channels**
Students should regularly monitor official University email communications and announcements. The Office may contact applicants to request additional information or clarification during the assessment process.

**Student Responsibilities**
Students are expected to keep their contact information up to date, read all official communications carefully, comply with award conditions, and seek clarification whenever required.
Applicants and students are expected to submit complete and accurate information, meet published deadlines, respond promptly to requests for additional documentation, read official communications carefully and comply with the conditions contained in their Financial Arrangement Letter.
The Office of Financial Aid is committed to providing timely, accurate, and student-centered support throughout the graduate student lifecycle.

**Fee Deadline Extensions and Instalment Facilities**
LUMS recognises that students may occasionally experience temporary financial difficulties. Subject to University policy, eligible students may request a fee deadline extension or an approved tuition instalment arrangement.

**Fee Deadline Extensions**
Requests are considered individually and should be submitted before the applicable payment deadline. Approval depends on the student's circumstances, supporting documentation, previous payment history, and University policy.

**Tuition Fee Instalments**
Where approved, tuition may be paid according to an agreed instalment schedule. Students must comply with all payment dates specified in the approved arrangement.

**Student Responsibilities**
Students should submit requests early, provide complete documentation, and await written approval before assuming an extension or instalment plan has been granted.

**Important Notes**
These facilities are intended to address temporary financial constraints and do not replace scholarships or need-based Financial Aid.

## General Policies and Student Responsibilities

**General Principles**
All financial support is administered in accordance with University policies, programme regulations, donor requirements, and the availability of funding. Meeting eligibility criteria does not guarantee an award.

**Academic Progress**
Recipients are expected to maintain satisfactory academic performance and comply with progression requirements established by their academic programme.

**Integrity and Accuracy**
Applicants and students must provide complete and accurate information. The provision of incomplete or incorrect credentials, or the non-disclosure of relevant information and documents, may lead not only to the cancellation of Financial Aid but also to the revocation of an admission offer, disciplinary action, or even separation from the degree Programme. In recent years, there have been several instances in which the University has taken strict disciplinary action against the individuals involved, reinforcing its commitment to ensuring that Financial Aid is awarded only to the most deserving students.
Applicants should be aware that the presentation of incorrect/false/forged/fraudulent information or document(s) in connection with admissions and financial aid is a criminal offence, and the University reserves the right to initiate appropriate action. Action may include, but is not limited to, cancellation of an application for admission/financial aid, an offer of admission, or enrollment.
As part of the Financial Aid assessment or reassessment process, LUMS reserves the right to verify the information provided by applicants and beneficiaries, including conducting physical visits to their residence and/or business premises, where deemed necessary.
Any outstanding balance of the LUMS Interest-Free Loan shall become immediately due and payable if a student withdraws from the University, discontinues their Programme, has their enrolment cancelled, or loses their student status as a result of disciplinary action.

**Financial Arrangement Letter**
The Financial Arrangement Letter is the official record of a student's funding package and outlines award value, duration, renewal requirements, repayment obligations where applicable, and programme-specific conditions.

**Appeals and Enquiries**

Students who require clarification regarding funding decisions or award conditions should contact the Office of Financial Aid through the prescribed communication channels.

**Disclaimer**

The University reserves the right to revise financial support policies, eligibility criteria, award values, and administrative procedures without prior notice.

**Application Checklist**

- Submit admission application.
- Review Programme-specific funding opportunities.
- Complete Financial Aid application (if applicable).
- Submit all supporting documents before the deadline.
- Review the Financial Arrangement Letter carefully.

**Typical Supporting Documents**

- Income or salary certificates
- Bank statements
- Business income documentation (where applicable)
- Asset and property information
- Educational and medical expense documentation
- Any additional documents requested by the Office of Financial Aid

**Glossary**

- **CGPA**: Cumulative Grade Point Average.
- **Credit Hour:** Academic unit used to measure coursework.
- **Financial Aid:** Need-based interest-free loan administered by LUMS.
- **Financial Arrangement Letter:** Official document setting out the student's funding package.
- **Merit Scholarship**: Scholarship awarded on the basis of academic excellence.

**Funding Timeline**

Applicants should monitor each admission cycle for application opening dates, Financial Aid submission deadlines, assessment timelines, award notifications, acceptance deadlines, registration, and fee payment dates.

**Contact Information**

Office of Financial Aid
Lahore University of Management Sciences (LUMS)
Please refer to the official LUMS website (https://www.lums.edu.pk/) for current contact details, office hours, deadlines and announcements.

**Note:** *The information provided above is intended as a summary only. The official Financial Arrangement Letter issued to the recipient contains the complete terms and conditions governing the award and should be reviewed carefully.*

## OFFICE OF FINANCE

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

Student Financials Team specifically deals with financial matters pertaining to thestudent'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 and societies
- Student Loan Recovery

LUMS has five schools and all 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 Technology Management & Entrepreneurship
   - MS Healthcare Management & Innovation
   - MS Supply Chain and Retail Management
   - MS Financial Management

2. **Syed Maratib Ali & Syed Ahsan Ali School of Education**
   - M. Phil Education Leadership & Management (Regular)
   - M. Phil Education Leadership & Management (Weekend Track)

3. **Mushtaq Ahmad Gurmani School of Humanities & Social Sciences**
   - MS Economics (1.5 Years & 2.5 Years)
   - MPhil Comparative Humanities
   - MPhil Society, Culture and Politics

4. **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
   - MS Power Engineering and Smart Grids
   - MS Artificial Intelligence

**5.** Shaikh Ahmad Hassan School of Law (SAHSOL)

- The Master of Laws (LL.M)

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, SAHSOL and MGSHSS graduate programmes are based on per credit hour rate.

## 1. Suleman Dawood School of Business Programmes

**Fee Structure – MBA Programme**

MBA programme fee is based on standard fees structure and payable in two semesters. The below-mentioned fee structure for FY 2026-27has already been shared with the students at the time of admission through fee information document.

**For the New Admission of 2026**

| Particulars | Fall 2026 | Spring-2027 | Total |
|---|---|---|---|
| Admission Fee | 187,400 | - | 187,400 |
| Tuition Fee | 978,800 | 978,800 | 1,957,600 |
| Registration Fee | 54,300 | 54,300 | 108,600 |
| SOP | 43,400 | - | 43,400 |
| Reading Material | 42,500 | 42,500 | 85,000 |
| General Security | 67,000 | - | 67,000 |
| **Total** | **1,373,400** | **1,075,600** | **2,449,000** |

**For Returning Students**

| Particulars | Fall 2026 | Spring-2027 | Total |
|---|---|---|---|
| Tuition Fee | 959,200 | 959,200 | 1,918,400 |
| Registration Fee | 54,300 | 54,300 | 108,600 |
| Reading Material | 42,500 | 42,500 | 85,000 |
| **Total** | **1,056,000** | **1,056,000** | **2,112,000** |

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 fee is based on standard fees structure and payable in three modules. The below mentioned fee structure for FY 2026-27has already been shared with the students at the time of admission through fee information document.

**For New Admissions of 2026**

| Particulars | Module-I | Module-II | Module-III | Total |
|---|---|---|---|---|
| Admission Fee | 187,400 | - | - | 187,400 |
| Tuition Fee | 731,100 | 731,100 | 731,100 | 2,193,300 |
| Registration Fee | 43,200 | 43,200 | 43,200 | 129,600 |

| | | | | |
|---|---|---|---|---|
| Reading Material | 47,400 | 47,400 | 47,400 | 142,200 |
| General Security | 67,000 | - | - | 67,000 |
| **Total** | **1,076,100** | **821,700** | **821,700** | **2,719,500** |

**For Returning Students**

| Particulars | Module-IV | Module-V | Total |
|---|---|---|---|
| Tuition Fee | 716,400 | 716,400 | 1,432,800 |
| Registration Fee | 43,200 | 43,200 | 86,400 |
| Reading Material | 47,400 | 47,400 | 94,800 |
| **Total** | **807,000** | **807,000** | **1,614,000** |

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 fee is based on standard fees structure and payable in three semesters. The below mentioned fee structure for FY 2026-27has already been shared with the students at the time of admission through fee information document.

- MS - Technology Management and Entrepreneurship
- MS - Financial Management
- MS – Supply Chain Management
- MS – Health Management and Innovation

**For New Admissions of 2026**

| Particulars | Fall 2026 | Spring 2027 | Summer 2027 | Total |
|---|---|---|---|---|
| **Credit Hours** | **12** | **12** | **3** | **27** |
| Tuition Fee | 702,000 | 702,000 | 175,500 | 1,579,500 |
| Admission Fee | 187,400 | - | - | 187,400 |
| Semester Registration Fee | 40,200 | 40,200 | 40,200 | 120,600 |
| Reading Material | 30,500 | 30,500 | 7,600 | 68,600 |
| General Security | 67,000 | - | - | 67,000 |
| **Total** | **1,027,100** | **772,700** | **223,300** | **2,023,100** |

**For Returning Students**

| Particulars | Fall 2026 | Total |
|---|---|---|
| Credit Hours | 6 | 6 |
| Tuition Fee | 343,800 | 343,800 |
| Semester Registration Fee | 40,200 | 40,200 |
| Reading Material | 15,000 | 15,000 |
| **Total** | **399,000** | **399,000** |

Furthermore, LUMS website can also be referred for fee structure details of respective graduateprogrammes. In case of further fee related queries, kindly contact helpdeskfinance@lums.edu.pk

**Fee Vouchers Issuance Date**

**MBA/MS SDSB Programmes:**
Fall Semester: August 5, 2026 (for Returning Students)
Spring Semester: December 15,2026
Summer Semester: June 18, 2027

All the 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 compliant 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 (Regular)**
MPhil Education and Leadership Management (Regular) fee is based on standard fees structure and payable in two semesters per year. The below-mentioned fee structure for FY 2026-27 has already been shared with the students at the time of admission through fee information document. (Amount in PKR)

**For New Admissions of 2026**

| Particulars | Fall 2026 | Spring-2027 | Total |
|---|---|---|---|
| Admission Fee | 160,800 | - | 160,800 |
| Tuition Fee | 467,000 | 467,000 | 934,000 |
| Registration Fee | 51,200 | 51,200 | 102,400 |
| General Security | 67,000 | - | 67,000 |
| **Total** | **746,000** | **518,200** | **1,264,200** |

**For Returning Students**

| Particulars | Fall 2026 | Spring-2027 | Total |
|---|---|---|---|
| Tuition Fee | 457,700 | 457,700 | 915,400 |
| Registration Fee | 51,200 | 51,200 | 102,400 |
| **Total** | **508,900** | **508,900** | **1,017,800** |

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 – MPhil Education and Leadership Management Programme (Weekend Track for Executives)**

MPhil Education and Leadership Management (Weekend Track for Executives) fee is based on the standard fees structure and payable in two semesters per year. The below-mentioned fee structure for FY 2026-27has already been shared with the students at the time of admission through the fee information document.
document.

**For New Admission of 2026**

| Particulars | Fall 2026 | Spring-2027 | Total |
|---|---|---|---|
| Admission Fee | 160,800 | - | 160,800 |
| Tuition Fee | 467,000 | 467,000 | 934,000 |
| Registration Fee | 51,200 | 51,200 | 102,400 |
| General Security | 67,000 | - | 67,000 |
| **Total** | **746,000** | **518,200** | **1,264,200** |

**For Returning Students**

| Particulars | Fall 2026 | Spring-2027 | Total |
|---|---|---|---|
| Tuition Fee | 457,700 | 457,700 | 915,400 |
| Registration Fee | 51,200 | 51,200 | 102,400 |
| **Total** | **508,900** | **508,900** | **1,017,800** |

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 Vouchers Issuance Date**

Fall Semester: August 5, 2026 (for Returning Students)
Spring Semester: December 15, 2026.

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

## 3. Mushtaq Ahmad Gurmani School of Humanities & Social Sciences

MGSHSS offers MS Economics programmes in two streams—MS Economics (1.5 years) and MS Economics (2.5 years)—each with a different fee structure.
Furthermore, MGSHSS also offers two-track graduate programmes: an MPhil in Comparative Humanities and an MPhil in Society, Culture, and Politics.

**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 peryear. The per credit hour rate for FY 2026-27is as follows

- For New Admissions the credit hour rate is Rs **56,600**.
- For Academic Year 2025 Intake Returning students credit hour rate is Rs **55,500** .
- For other Returning students credit hour rate is Rs **53,400** .

The below-mentioned fee structure for FY 2026-27has already been shared with the students at the time of admission through the fee information document.

**MS – ECON (1.5 Years):**

**For New Admissions of 2026**:

| Particulars | Fall 2026 | Spring-2027 | Total |
|---|---|---|---|
| Credit Hours | 12 | 12 | 24 |
| Admission Fee | 160,800 | - | 160,800 |
| Tuition Fee | 679,200 | 679,200 | 1,358,400 |
| Registration Fee | 51,200 | 51,200 | 102,400 |
| General Security | 67,000 | - | 67,000 |
| Total | 958,200 | 730,400 | 1,688,600 |

**For Returning Students:**

| Particulars | Fall 2026 | Total |
|---|---|---|
| Credit Hours | 6 | 6 |
| Tuition Fee | 333,000 | 333,000 |
| Registration Fee | 51,200 | 51,200 |
| **Total** | **384,200** | **384,200** |

**MS – ECON (2.5 Years):**

**For New Admission of 2026**:

| Particulars | Fall 2026 | Spring-2027 | Total |
|---|---|---|---|
| **Credit Hours** | **16** | **12** | **28** |
| Admission Fee | 160,800 | - | 160,800 |
| Tuition Fee | 905,600 | 679,200 | 1,584,800 |
| Registration Fee | 51,200 | 51,200 | 102,400 |
| General Security | 67,000 | - | 67,000 |
| **Total** | **1,184,600** | **730,400** | **1,915,000** |

**For Returning Students**:

**Fee Structure for Academic Year 2025 Intake (Financial Year 2026–27)**

| Particulars | Fall 2026 | Spring-2027 | Total |
|---|---|---|---|
| **Credit Hours** | **12** | **12** | **24** |
| Tuition Fee | 666,000 | 666,000 | 1,332,000 |
| Registration Fee | 51,200 | 51,200 | 102,400 |
| **Total** | **717,200** | **717,200** | **1,434,400** |

**Other Year Returning Students**

| Particulars | Fall 2026 | Total |
|---|---|---|
| **Credit Hours** | **6** | **6** |
| Tuition Fee | 320,400 | 320,400 |
| Registration Fee | 51,200 | 51,200 |
| **Total** | **371,600** | **371,600** |

**MPhil Programmes**

MPhil graduate programmes fee is based on the per credit hour rate and payable in two semesters per year.

The per credit hour rate for FY 2026-27 is as follows

- For New Admissions the credit hour rate is Rs **56,600**.

The below-mentioned fee structure for FY 2026-27 has already been shared with the students at the time of admission through the fee information document.

**MPhil in Comparative Humanities**

**For New Admission of 2026**

| Particulars | Fall 2026 | Spring-2027 | Total |
|---|---|---|---|
| **Credit Hours** | **9** | **9** | **18** |
| Admission Fee | 160,800 | - | 160,800 |
| Tuition Fee | 509,400 | 509,400 | 1,018,800 |
| Registration Fee | 51,200 | 51,200 | 102,400 |
| General Security | 67,000 | - | 67,000 |
| **Total** | **788,400** | **560,600** | **1,349,000** |

**MPhil in Society, Culture and Politics**

**For New Admission of 2026**

| Particulars | Fall 2026 | Spring-2027 | Total |
|---|---|---|---|
| **Credit Hours** | **9** | **9** | **18** |
| Admission Fee | 160,800 | - | 160,800 |
| Tuition Fee | 509,400 | 509,400 | 1,018,800 |
| Registration Fee | 51,200 | 51,200 | 102,400 |
| General Security | 67,000 | - | 67,000 |
| **Total** | **788,400** | **560,600** | **1,349,000** |

The above-mentioned fee structures of MS. Econ (1.5) and (2.5) years are based on 24 and 28 credit hours per year and MPhil in Comparative Humanities and an MPhil in Society, Culture and Politics are based on 18 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.

**Fee Vouchers Issuance Date**

Fall Semester: August 5, 2026(For Returning Students)
Spring Semester: December 15, 2026
Summer Semester: June 18, 2027

All the 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 the following deferment policy given at the end of this section. The concerned student must be in compliant with the deferment policy while applying for deferment.

## 4. Syed Babar Ali School of Science & Engineering

SBASSE is offering MS programmes in the following streams:

- MS Physics
- MS Chemistry
- MS Biology
- MS Computer Science
- MS Mathematics
- MS Electrical Engineering
- MS Digital and Embedded Systems
- MS Power Engineering and Smart Grids
- MS Artificial Intelligence

The fee structure of MS programmes for FY 2026-27is as follows:

**Fee Structure – MS SBASSE Programmes**

SBASSE graduate programmes fee is based on the per credit hour rate and payable in two semesters per year. The per credit hour rate for FY 2026-27is as follows:

For New Admissions the credit hour rate is Rs **56,600**.
For Returning students credit hour rate is Rs **55,500** .

The below-mentioned fee structure for FY 2026-27has already been shared with the students at the time of admission through the fee information document.

**For New Admission of 2026:**

| Particulars | Fall 2026 | Spring-2027 | Total |
|---|---|---|---|
| **Credit Hours** | **6** | **6** | **12** |
| Admission Fee | 160,800 | - | 160,800 |
| Tuition Fee | 339,600 | 339,600 | 679,200 |
| Registration Fee | 51,200 | 51,200 | 102,400 |
| General Security | 67,000 | - | 67,000 |
| **Total** | **618,600** | **390,800** | **1,009,400** |

**For Returning Students:**

| Particulars | Fall 2026 | Spring-2027 | Total |
|---|---|---|---|
| **Credit Hours** | **6** | **6** | **12** |
| Tuition Fee | 333,000 | 333,000 | 666,000 |
| Registration Fee | 51,200 | 51,200 | 102,400 |
| **Total** | **384,200** | **384,200** | **768,400** |

**Fee Structure for MS Artificial Intelligence**

**For New Admission of 2026**:

| Particulars | Fall 2026 | Spring-2027 | Total |
|---|---|---|---|
| **Credit Hours** | **6** | **6** | **12** |
| Admission Fee | 160,800 | - | 160,800 |
| Tuition Fee | 339,600 | 339,600 | 679,200 |
| AI SSE Fee | 6,400 | 6,400 | 12,800 |
| Registration Fee | 51,200 | 51,200 | 102,400 |
| General Security | 67,000 | - | 67,000 |
| **Total** | **625,000** | **397,200** | **1,022,200** |

**For Returning Students**:

| Particulars | Fall 2026 | Spring-2027 | Total |
|---|---|---|---|
| **Credit Hours** | **6** | **6** | **12** |
| Tuition Fee | 333,000 | 333,000 | 666,000 |
| AI SSE Fee | 6,400 | 6,400 | 12,800 |
| Registration Fee | 51,200 | 51,200 | 102,400 |
| **Total** | **390,600** | **390,600** | **781,200** |

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.

**Fee Vouchers Issuance Date**

Fall Semester: August 5, 2026(For Returning Students)
Spring Semester: December 15, 2026

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

**5. Shaikh Ahmad Hassan School of Law (SAHSOL)**

SAHSOL is offering the LL.M programme fee is based on the per credit hour rate and payable in two semesters per year. LL.M fee structure is as follows:

**For New Admission of 2026**

| Particulars | Fall 2026 | Spring-2027 | Total |
|---|---|---|---|
| **Credit Hours** | **9** | **9** | **18** |
| Admission Fee | 164,110 | - | 164,110 |
| Tuition Fee | 917,490 | 917,490 | 1,834,980 |
| Registration Fee | 52,300 | 52,300 | 104,600 |
| General Security | 68,390 | - | 68,390 |
| **Total** | **1,202,290** | **969,790** | **2,172,080** |

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 Vouchers Issuance Date**

Spring Semester: December 15, 2026

Summer Semester: June 18, 2027

All the 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 FY 2026-27**

**Deferment Policy**

- In case a student applies for deferment before the commencement of classes then the Tuition fee, SSE 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 fees 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 thefee.
- In case a student applies for deferment after the commencement of classes, the refund policy enlisted in the below table shall apply. However, Admission fee and security which will be retained as deferment fees that will be adjusted against fees at the time of joining.
- None of the fee components will be refunded except Security in case a student does not join the Graduate Programme within the stipulated timeline for deferment. A refund of security is subject to the final clearance.

**Suspension Refund Policy**

- If a student is 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 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 as per the table below.

**Semester Withdrawal / Course(s) Drop:**

- In case a student wishes to drop/swap course(s) then the following refund policy will apply.
- In case a student wishes to withdraw from the semester, s/he must inform Registrar's Office (helpdeskro@lums.edu.pk) in writing and submit a formal semester withdrawal application (*for details, refer clause.#. 5.2 Semester Off from Campus and 5.3 Withdrawal from all courses in a semester).* Upon approval the following refund policy will apply:

| 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 |
| | Before the commencement of classes | 100% |
| | Up to first seven (7) days of the | 100% |
| **Tuition Fee, SSE Fee, Semester** | commencement of classes | |

| | | |
|---|---|---|
| **Registration Fee (Fall / Spring Semesters)** | From eight (8) - fifteen (15) days after the | 50% |
| | commencement of classes | |
| | More than fifteen (15) days after the | Non-Refundable |
| | commencement of classes | |
| **Summer Semester Fee** | Non-Refundable | |
| **Hostel Fee** | Before first day of the commencement of | 100% |
| | classes | |
| | After first day of the commencement of | Non-Refundable |
| | Classes | |

- The above fee refund policy shall apply in case of deferment, suspension, semester-off/withdrawal and course(s) drop only.
- Finance Office shall communicate the fee refund policy along with the relevant deadlines to returning students before thecommencement of each semester.
- The University reserves the right to change its policies and fee structure at any time.
- Amount will be refunded within 3 weeks on receipt of refund application along with all required documents.
- In case of any query regarding fee, please contact at helpdeskfinance@lums.edu.pk.

**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 2026-27 are as follows:

**For New Admissions of 2026**:

| Particulars | Fall 2026 | Spring-2027 | Summer-2027 | Total |
|---|---|---|---|---|
| **Credit Hours** | **6** | **6** | **3** | **15** |
| Admission Fee | 160,800 | - | - | 160,800 |
| Tuition Fee | 339,600 | 339,600 | 169,800 | 849,000 |
| Registration Fee | 51,200 | 51,200 | - | 102,400 |
| General Security | 67,000 | - | - | 67,000 |
| **Total** | **618,600** | **390,800** | **169,800** | **1,179,200** |

**Fee Structure for Academic Year 2025 Intake (Financial Year 2026–27)**:

| Particulars | Fall 2026 | Spring-2027 | Summer-2027 | Total |
|---|---|---|---|---|
| **Credit Hours** | **6** | **6** | **3** | **15** |
| Tuition Fee | 33,000 | 333,000 | 166,500 | 832,500 |
| Registration Fee | 51,200 | 51,200 | - | 102,400 |
| **Total** | **384,200** | **384,200** | **166,500** | **934,900** |

**Other Returning Students:**

| Particulars | Fall 2026 | Spring-2027 | Summer-2027 | Total |
|---|---|---|---|---|
| **Credit Hours** | **6** | **6** | **3** | **15** |
| Tuition Fee | 320,400 | 320,400 | 160,200 | 801,000 |
| Registration Fee | 51,200 | 51,200 | - | 102,400 |
| **Total** | **371,600** | **371,600** | **160,200** | **903,400** |

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 canalso 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 aregiven 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 generalsecurity after necessary adjustments (if any).

For financial aid details kindly refer to Section: **Office of Financial Aid**.

**Fee Vouchers Issuance Date**

Fall Semester: August 5, 2026(For Returning Students)
Spring Semester: December 15, 2026
Summer Semester: June 18, 2027

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 hoursenrolled 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 Programmes will be charged according to standard per credit hour rate i.e., PKR **56,600**/-

Auditing students of MS Graduate Programmes will be charged according to standard per credit hour rate i.e., PKR **56,600**/-.

Further if a 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 taken. The per credit hour rate for FY 2026-27is as follows:

- ✓ For New Admissions the credit hour rate is Rs **56,600**.
- ✓ For Academic Year 2025 Intake (Financial Year 2026–27) credit hour rate is Rs **55,500** .
- ✓ For other Returning students credit hour rate is Rs **53,400** .

- Once registered, students can access their account online through Zambeel for inquiry of theiraccount balances.
- University fees are usually announced once each year; however, these are subject to changewithout any prior notice.
- In case of non-payment of dues as per payment deadline of voucher, the enrollment in currentsemester will be wiped out.
- Finance department will send an email to students for reminding Fee and related important timelines before the start of each semester, which include:
  - Tuition and Hostel Fee voucher generation date.
  - Voucher payment deadline.
  - University reserves the right to wipe-out course enrolment in case of non-payment of university dues.
  - Fees refund deadlines.
- The amount will be refunded within three weeks on receipt of refund application along with all required documents.
- The University reserves the right to change its policies and fee structure at any time.

**On-Campus Residence**

| Residency Type | Fall 2026 | Spring 2027 | Summer 2027 |
|---|---|---|---|
| | PKR | PKR | PKR |
| Hostel Fee Double Occupancy | 98,800 | 98,800 | 40,700 |
| Hostel Fee Triple Occupancy (Bigger Room) | 71,900 | 71,900 | 29,600 |

**Terms and Conditions**

- 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-campusresidence 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 applyfor 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 a, students are required to fill up the form undertaking 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 Recovery Section**

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

Students at LUMS receive loans on special terms and provisions with zero interest, which makes it more affordable and manageable for young university bound students.
The Loan Recovery 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 Recovery 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 | Abeeha Mushtaq/ EhteshamUmer / Nida Azhar/ Ifraheem Bashir | helpdeskfinance@lums.edu.pk | 4406/8151/4435 / 8222 |
| Student Loan Queries | Kashif Ali | kashif.a@lums.edu.pk | 2192 |
| TA Payments | Bilal Shakeel | bilal.shakeel@lums.edu.pk | 4440 |
| Student Societies Related Queries | Umair Aamir | umair.aamir@lums.edu.pk | 8342 |

## OFFICE OF STUDENT AFFAIRS (OSA)

The Office of Student Affairs (OSA) at Lahore University of Management Sciences serves as the primary center for student support and engagement. OSA is committed to fostering a vibrant and inclusive campus environment where every student feels connected, supported, and empowered to grow—academically, personally, and beyond.

Through a wide range of initiatives—including student-led societies, wellness programs, career services, and support resources—OSA provides students with the tools and opportunities needed to thrive. A dedicated team of experienced administrators, counselors, advisors, and coordinators is available to guide students at every stage of their journey at LUMS.

Students are encouraged to actively explore these resources and participate in campus life, as engagement in

OSA programs contributes to a well-rounded and fulfilling university experience.
**Support Services:** https://advising.lums.edu.pk/#supportservices
**Location:** Academic Block
**Office Hours:** Monday–Friday, 9:00 a.m. – 5:00 p.m.
**Email:** osa@lums.edu.pk

## 1. 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 bythe university-wide Undergraduate 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 dueto unforeseen circumstances. For further details, please refer to the section titled "Make-up Policy for Graded Instruments," under Section I Graduate Policies and Regulations.

**Vulnerable Students Support and University Exceptions:** SSS provides support to students experiencing serious health challenges or extenuating circumstances that require university intervention. This supportincludes, but not limited to, enrolling in less than the required credit hours as per the university policy, course withdrawals, semester withdrawals or rejoining, conditional approval for continued enrollment and conditional rejoining after a semester withdrawal. For further details, please refer to the relevant sections of the student handbook.

**Support to Central Disciplinary Committee (Non-Academic) and Students undergoing the Disciplinary Process:** The DC Support Unit assists the Central Disciplinary Committee, which handles non-academic violations of the Student Code of Conduct. This support spans the entire process—from case investigation to decision communication. The unit also provides guidance and assistance to students undergoing the DC process. Additionally, it manages the central Community Service Penalty Implementation System, which includes advising students on their assigned service, coordinating with relevant offices, and tracking the completion of penalties. For further details, please refer to the "Student Code of Conduct – University Disciplinary Procedures" section in the handbook.

**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 Graduate Program Coordination Offices, Counselling and Psychological Services, LUMS Medical Center, Office of Accessibility and Inclusion, etc. Besides this, the SSS provides feedback to the Academic Standing Committee regarding readmission casesor students seeking university policy exceptions.

- **Case Coordinator and Crisis Response Team for students facing severe circumstances**

The Office of Student Affairs has a **Case Coordinator** who serves as a central point of contact for students experiencing a major crisis. The Case Coordinator provides individualized guidance, helps students navigate university processes, and connects them with appropriate campus resources. They work closely with Counselling and Psychological Services (CAPS), the LUMS Medical Centre (LMC), the Office of Accessibility and Inclusion (OAI) and all schools to ensure that students receive well-coordinated and comprehensive support.

Extremely complex cases are further escalated to an ad-hoc **Crisis Response Team** (constituted by Dean OSA and comprising key units/ personnel relevant for the specific case). This team coordinates immediate support as required by circumstances.

## 2. Career Services Office (CSO)

The Career Services Office (CSO) plays a central role in providing career guidance and supporting post-graduation placements across LUMS. While CSO serves the majority of the student body, some schools also have dedicated career support staff who work in close coordination with us:

| Office | Who They Support | Contact Information |
|---|---|---|
| Career Services Office (CSO) | All students | cso@lums.edu.pk<br>Office of Student Affairs (Main Entrance facing the out-gate, Academic Block Building) |
| MGSHSS Career Center | MGSHSS undergraduates | mgshss.careers@lums.edu.pk<br>Outside MGSHSS Dean's Office, 1st Floor, Academic Block |
| SDSB Student Placement Office (SPO) | All SDSB graduate students | spo@lums.edu.pk<br>3rd Floor, SDSB Building |
| SOE Placement Office | All SOE graduate students | Office of Partnerships and Placements, 3rd Floor, Library Building |

You can book an appointment with a career advisor by emailing the relevant contact details above. If you are unsure about who to contact, email **cso@lums.edu.pk** and you will be guided to an appropriate resource.

**Additional Career Guidance Resources:**

There are other career guidance resources that you may consider leveraging for career support:

| | |
|---|---|
| Faculty | Reach out to your respective school's and program's faculty for specific queries |
| Other Resources | Fellow students & alumni (in addition to online research and personal networks). |

**Stay Connected:** Keep a lookout for emails from cso@lums.edu.pk for updates regarding career-related events, activities and opportunities.

**What We Can Help You With**

Career staff are here to help you in navigating jobs, graduate study, entrepreneurship, and any other post-graduation pathway you are considering. They can help you through:

- **Career Exploration:** Understand your career options, even if they fall outside your major. We'll help you assess your interests and explore new directions.
- **Mentorship:** Connect with industry professionals and LUMS alumni who can offer personalized career advice.

- **Career Readiness:** Get guidance on building strong resumes, writing impactful cover letters, navigating internship/job interviews, strengthening your employability through appropriate skill-building, and more.
- **Opportunities (job and internship search):** Receive guidance and support to find internships and full-time roles aligned with your career goals.

**What to Look Out for: Events and Resources**

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. The below programs are open to all students:

| **Support Service** | **Details** |
|---|---|
| Career Exploration and Readiness Workshops | Information sessions with industry experts, offering an opportunity to network and learn about key topics. They occur throughout the year and are open to all students and alumni. |
| Online Mentorship Sessions | Virtual sessions with professionals and alumni across sectors, especially during the summer, to support exploration and networking |
| Alumni Mentorship Program | Connect with LUMS alumni for personalized career guidance and expert advice as you navigate your career journey. Email **cso@lums.edu.pk** if you would like to connect with an alumni mentor. |
| Career Peer Tutors | Trained student mentors are available to help with CVs, cover letters, job search strategies, and interview preparation. Accessible throughout the year. |
| Mock Interviews | Practice interviews conducted by CSO staff, alumni, or employers to help you prepare for real interviews with feedback. Available year-round. |
| Recruitment Events & Organization Visits | Employer-led sessions, hiring drives, and on-campus visits by organizations to recruit for internships and full-time roles. Most active between December and May. |
| School-Specific Networking Events | Events are organized in collaboration with schools to connect students with field-specific professionals. Timing varies by school. |
| Annual Career Fair | A major campus event each January/February bringing together 200+ companies for networking, internships, and job opportunities. Open to all students and alumni. |
| Customized Job Search Support | One-on-one support for final-year students and recent graduates actively seeking employment. Tailored guidance based on individual goals. |
| Internship & Job Listings | Curated opportunities shared regularly via email and on the CSO Portal. |

**Recommended roadmap to your career**




## 3. 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, repairs and maintenance. The Housing staff ensures that students have a safe and comfortable environment and enjoy their on-campus residence.

### LUMS Hostel Accommodation Policy

LUMS offers a limited number of on-campus hostel accommodations each academic year. This facility is primarily intended to support out-of-city and international students. All allocations are subject to availability and adherence to university housing rules.

### Eligibility and Priority Criteria

Accommodation is offered based on the following priority order:

1. Out-of-city undergraduate students in the following order:
    a) Freshman
    b) Sophomores
    c) Juniors
    d) Seniors
2. Full-time foreign students (undergraduate and graduate)
3. Full-time out-of-city graduate students
4. Lahore-based students residing more than 30 km from campus

5. Other Lahore-based students. Lahore residents are not eligible for on-campus residence in the first cycle. They may apply once the hostel registration is open for day scholars and only if space is available.

6. Subject to space availability, visiting students, researchers, or postdoctoral scholars may be considered for accommodation on a case-by-case basis.

## General Rules and Allocation Process

- Only full-time students maintaining a full course load are eligible. Students falling below this threshold forfeit residence privileges.
- Students who have completed graduation requirements but are still enrolled may be considered subject to space availability.
- Students who voluntarily vacate the hostel before completing their academic program lose priority for reapplication or reinstatement of residence privileges.
- New students apply for on campus residence along with their admission and returning students register for accommodation for the next academic year in June-July.
- Accommodation is allocated annually. Renewal is not guaranteed and depends on space availability.
- 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.
- Allocation is not a right, but a facility extended based on institutional priorities. If demand exceeds availability, a lottery system is used.
- If the number of applicants in any category exceeds available capacity, a lottery system will be used to allocate remaining slots in a fair and transparent manner.
- Non-payment of hostel dues, failure to check in without prior notice, or losing full-time registration may result in cancellation.
- 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 full-time student may result in cancellation of on campus residence.
- Dues are non-refundable after the first day of classes and check-in.
- On campus residence dues are non-refundable after the first day of commencement of classes and 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.
- Students must vacate their rooms immediately after their last scheduled exam and return keys to the Housing Office before departing campus.

## Occupancy Agreement

All students granted residence must sign a Room Occupancy Agreement prior to check-in. This document will outline expectations for room use, shared facility conduct, damage liabilities, prohibited items, and disciplinary consequences for violations. Signing this agreement is mandatory and indicates a binding acceptance of housing rules.

## Code of Conduct and Residential Rules

- Students engaging in willful 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.

- Drilling, nailing, or painting of walls is prohibited.
- Permanent installation of carpets or flooring is also prohibited.
- Misuse of fire extinguishers or other emergency/security equipment including fire alarms and smoke detectors is prohibited and subject to fines and damage charges.
- Misuse of fire extinguishers will result in a fine penalty and disciplinary action.
- 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.
- 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.
- 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.
- 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.
- Keeping pets in the rooms or in the Residential buildings are not allowed.

## University Access to Resident Rooms

- The Housing staff may enter into 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 the University premises. The use or possession of any kind of narcotics/alcohol will result in disciplinary action in accordance with the Student Handbook and the possibility of immediate cancellation of residential space.

- **Sheesha**

The possession and/or use of Sheesha is forbidden on campus. Possession or use will result in confiscation of the Sheesha and disciplinary action including the possibility of cancellation of residential space.

Note: LUMS and Housing Office reserve the right to On Campus Residence and to modify the On Campus Residence policy as and when it is deemed necessary.

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

## 4. Co-Curricular Activities Office (CCA)

The CCA Office at LUMS organizes and facilitates a wide range of extracurricular activities that complement academic studies and support students' personal growth and development. Through a diverse array of student organizations, events, and initiatives, students are encouraged to explore and get involved in activities that align with their interests.

A core goal of the CCA Office is to foster a sense of community and collaboration among LUMS students. The office creates opportunities for students to network, build connections with peers, and collaborate on projects and initiatives — helping them strengthen their teamwork and leadership skills.
Beyond personal development, the CCA Office plays an essential role in promoting the LUMS brand: showcasing student talent, welcoming external participants to engage with LUMS, and supporting students in representing the university at external competitions and conferences.

Overall, the CCA Office is integral to student life at LUMS, offering opportunities to grow and learn in ways that complement academic work, while helping build a vibrant and engaged campus community.
CCA is committed to strengthening student-led organization management and policy frameworks. The department's strategic priorities include:

- **Involvement Tracking and Reporting**

Tracking attendance, participation, roster management, and financial reporting to build a culture of data-driven decision-making across societies.

- **Performance Review**

Conducting annual performance reviews that create space for new ideas and assess society programming, engagement, and impact. This process ensures all societies remain active and meet performance criteria, while helping students build presentation and data-gathering skills.

- **Alumni Engagement & Community Building**

Developing alumni engagement programs and fostering interest-based communities that extend beyond LUMS. Many alumni remain active within the society circuit as mentors, judges, sponsors, and guest speakers.

- **Growth and Development Plan**

Guiding societies in developing a Society Development Model and Annual Plans, providing clear growth pathways for both student leaders and student organizations, and encouraging leaders to reflect on how they can drive their organization's success.

- **Partnership and Collaboration**

Encouraging societies and students to collaborate on projects and events, and to build meaningful partnerships on and off campus that enhance student learning, community, and support.

**CCA Constitution and CCA Committee:**

Given the diversity of the student clubs and societies and the varying degrees of shared governance currently operating in the system, CCA initiated and finalized a **Centralized Society Constitution**, which governs the practices and workings of all student clubs throughout Lahore University of Management Sciences (LUMS) under a single unified Constitution. 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 in line with the Centralized Society Constitution.

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. The CCA Department monitors the content of the student clubs and societies based on value addition, engagement, collaboration, and community building and in cases of disputes refers to the CCA Committee for dispute resolution. 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 solve disputes arising from defining 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 CCA Committee
ii. Student Council Representative
iii. President of the Society/Club
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. Over the years LUMS student societies have secured numerous national and international achievements and awards including securing best delegation awards at Harvard National MUNs and several HEC accolades.

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:

1. AIESEC Society
2. Amnesty International

3. Arts Club
4. Dramaline Society
5. Debating and Recitation Society
6. LUMS Adventure Society - LAS
7. Law and Politics Society
8. LUMS Entreprenuerhsip Society
9. LUMS Literary Society
10. LUMS Media Arts Society
11. LUMS Culture Society
12. LUMS Religious Society
13. LUMS Model United Nations
14. LUMS Enviornmental Action Forum
15. LUMS Community Service Society
16. LUMS Daily Student Society
17. Lums Photographic Society
18. Lums Students Maths Society
19. Lums Music Society
20. Publication at LUMS
21. The Economics Society
22. SPADES
23. FINTRA - Finance
24. FEMSOC
25. Lums Consultancy Group
26. Psychology society at LUMS
27. Index the Design Society
28. LUMS Culinary Society
29. Hum Aahang Society
30. Animal Welfare Society
31. Rizq
32. Riayat LUMS Chapter
33. DanceLUMS
34. Radio at LUMS
35. LUMS Women in Computing
36. LUMS Students Policy Research Initiative
37. LUMS Engagement and Education Society
38. Praxis Initiative
39. LUMS Chess Club
40. LUMS Equestrian Club
41. Beats Per Minute @BPM LUMS
42. LUMS Computer E-Gaming Society
43. SLUMS – Sports@LUMS
44. Emergency Medical Service
45. LUMS Dialogue
46. LUMS Philosophy Club – LOGOS

**Membership:**

Every student is welcome to participate in a student society. However, it is essential to note that maintaining

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 CCA office.

**Executive Council (EC) Membership**

Each society has an Executive Council comprising of 3-6 members which governs the student society and lead the strategic direction of the society. They are elected for a term of 1 year. The criteria and rules for applying and selection of EC members of a society are detailed in the Centralized Society Constitution.

**New Society Approval Process**

To start off, any new society requests are accommodated as new 'clubs', which can progress into societies based off performance of a whole year.

To form a club, the following requirements are required to be submitted to CCA office:

i. Visit the list of student society to see if the society already exists, and does a similar job, if it does, do 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.
ii. Hold a meeting prior to submitting your application with CCA to collect information needed for the application and to discuss the club's mission, leadership structure, events and programs for the year, and potential advisors for the club.
iii. To register, please submit your application to CCA office and email saad.k@lums.edu.pk
iv. 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
    d) All clubs 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.
    e) There must be an officer responsible for budgeting and finance and the president cannot have it as a responsibility.
    f) Student Club Logo
    g) Mission/Purpose statement that is unique from current student societies.
    h) A brief Value Statement covering the following:
        i. Value Addition
        ii. Engagement Model and Scope
        iii. Collaboration
        iv. Community Building
        v. Service (If applicable)
    i) Key Performance Indicators and Event Calendar.
    j) Revenue Model
        a. Sponsorship is not a sustainable model and basing financing solely on this is highly discouraged.
    k) If your club has an external affiliation, you must request an authorised letter of approval from the external organisation.

If approved, the club is considered provisional for one academic year and must complete the following requirements by 15 March.

a. Execute the Proposed Event Calendar
b. Develop a 5-Years Strategic Plan
c. Hire the Next Executive Council

The club will submit an annual performance report to CCA Office.

CCA Office may deny a request to register a student club:

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

**CCA Team Contact Details:**

For queries, concerns or complaints redressal students may visit CCA office located in the Office of Student Affairs. The team is also reachable on the following emails:

- Saad Khan – Head of CCA Office: saad.k@lums.edu.pk
- Farkhanda Khan – Events and Co-Curricular Specialist – fkhan@lums.edu.pk
- Ayesha Arshad – Program Development Associate – ayesha.arshad@lums.edu.pk
- Ali Hassan – Events and Co-Curricular Specialist – ali.h@lums.edu.pk

## 5. The Counselling and Psychological Service (CAPS)

Counselling and Psychological Services (CAPS) was founded on the core principles of healing, caring, and educating the student community at LUMS.

Our team is made up of dedicated professionals who have chosen to work in a university mental health setting because they recognize the importance of supporting students' emotional well-being.

CAPS offers free and confidential counselling services to all enrolled students and is guided by the philosophy of "helping students help themselves." Our therapists listen in a non-judgmental and supportive manner, helping students explore their concerns and develop effective coping strategies.

We understand that taking care of mental health is a vital skill—one that supports students not only during their academic journey but also throughout life.

At CAPS, seeking counselling doesn't mean something is wrong with you, it simply provides a safe, neutral, and confidential space to express your thoughts, feelings, and challenges freely.

Please Note: Counselling sessions are not recorded on a student's academic record. Counselling is simply a space to receive support and guidance to help students navigate their studies and personal challenges.

**Official CAPS Email Addresses for Contact:**

**Regular Therapy Sessions**

To schedule regular therapy sessions, please email student.counselling@lums.edu.pk. Our team will respond within 24 hours.

Assessments and Academic Accommodations

For all types of clinical assessments, including petitions and academic accommodation requests, please email assessments.caps@lums.edu.pk. Our dedicated staff will guide you through the required procedures and provide necessary support.

**Feedback and Complaints**

We value your feedback and take all complaints seriously. If you have any suggestions, feedback, or concerns, please contact us at feedback.caps@lums.edu.pk. Your input helps us continuously improve our services.

**Emergency Therapy Sessions**

To schedule an emergency therapy session or psychiatric consultation, please email emergencies.caps@lums.edu.pk. Our team will respond within 24 hours and assist you with the further process accordingly.

**Our Office Hours**

Our office hours are structured to accommodate various schedules and ensure accessibility for all students. The current timings are as follows:
Morning Hours: 10:00 AM to 5:00 PM
Evening Hours: 3:00 PM to 9:00 PM
Night Hours: 9:00 PM to 9:00 AM (Monday to Sunday, for after-hours emergencies only)
Weekend Hours: 10:00 AM to 5:00 PM

During these hours, our team is available to address student 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 students seek counselling at CAPS include:

- Feeling isolated, stressed, or unmotivated
- Adjusting to change
- Feeling overwhelmed
- Managing stress and anxiety
- Handling loneliness or lack of support
- Experiencing loss and grief
- Feeling homesick or missing family and friends
- Concerns with work or studies
- Personal development and wellbeing
- Discovering and striving toward full potential
- Experiencing low mood
- Feeling lost or stuck
- Lacking confidence, self-esteem, or concerns about body image
- Coping with a crisis
- Procrastination and study-related issues
- Balancing academic and personal commitments
- Dealing with family and relationship challenges
- Needing someone neutral and independent to talk to
- Other mental health issues

Acting Lead Counselling Services: **Aneeza Khan**

The Head of the Department of Counselling and Psychological Services is **Dr. Tahira Haider**, and she can be reached at the following email address: tahira.haider@lums.edu.pk.

## 6. 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 also encourage physical well-being by offering a wide range of opportunities for the LUMS community. Significantly, we promote sports culture, intra-mural, regional and national level intervarsity competitive sports for LUMS students. We aim to provide quality sports facilities and offer a blend of sports opportunities to the entire LUMS community.

**Key Services**

- Wellness and Wellbeing Programs
- One Credit Sports Courses for Beginners (Physical Fitness, Swimming, Basketball, Squash, Badminton and Volleyball)
- 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
- LUMS Sports' Teams preparation and training for internal and HEC level sports events
- Body Composition Analysis

**Key Sports Facilities**

1) Coca-Cola Aquatic Centre (FINA Standard Swimming Pool)
2) Executive Gym for faculty and staff only
3) Separate Gyms for Males and Females
4) World Class Airconditioned Wooden Floor Squash Courts
5) Indoor and Outdoor Basketball Courts
6) Badminton Courts
7) Indoor and Outdoor Volleyball Courts
8) Tennis Courts (Australian Open Surface) with Floodlights
9) Grassy Hockey Field with Floodlights
10) Grassy Football and Rugby Fields with Floodlights
11) Grassy Cricket Field (for Hard Ball and Tape Ball)
12) Paddle Court
13) Futsal Arena (upcoming)

**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 program 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 of 8 credit courses throughout their degree, 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)
- Badminton for Beginners (Combined)
- Squash for Beginners (Combined)
- Volleyball for Beginners (Combined)

**Note**: These courses are offered only for beginners so DO NOT opt if you have ever played the game at school, college, university or 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 of 28 sessions, 2 sessions per week.
- 80% attendance in the course is compulsory. If the attendance is less than 80% then the participant will not be eligible to take part in final assessment test.
- Students are allowed but not encouraged 4 unexcused absences. Any additional absence will result in failure, from the course. Two unexcused tardies shall constitute one absence.
- To accomplish the objectives of this course, participation in class activities and sessions is essential.
- An excused absence based on medical reasons must be accompanied by a recommendation from the LUMS Medical Center and approved by the Petitions Office.
- Each section of Squash, Badminton, Volleyball, Basketball for beginner and Strength Training and Conditioning Courses will consist ofa maximum of 15 students.
- Each section of walk, jog and stretch and Swimming for beginner's course will consist of maximum 25 students.
- Elite athletes are not eligible for the courses.
- In case of physical disability or any medical reason, please do not opt the course.
- Participants must be in sports attire during the classes and training sessions as per course requirement.

**Rules and Regulations of Usage of the Sports Facilities**

- **Safety of Users**

The safety of all participants who use the sports facilities is our highest priority. When using the facilities, please consider your own health history, seek counsel from your health provider, and use common sense. In case of an accident or illness, notify an employee at the 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**

Office of Sports, Wellness and Recreation at LUMS provides on demand coaching for most of the sports to sports enthusiasts. If you need to get trained by qualified sports coaches, please visit the reception desk for details.

- **Equipment**

There is a limited quantity of sporting equipment available for users to borrow. This equipment must be returned after use at the premises.

- **Clothing**

Members are required to dress in appropriate and modest 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 user'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**

Accessing the sports complex or the aquatic center, a valid LUMS ID is mandatory. Users shall be given access upon producing 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 in this regard.

We expect users' cooperation maintaining a secure environment by using their personal LUMS ID Card upon arrival to access sports facilities, watching their valuables carefully, and notifying the staff if they see something extra ordinary.

**Sports Facility Timings**

**Gym Instructors**

Summer and Spring: 8:00 AM to 12:00 AM
Winter: 8:00 AM to 12:00 AM

**Sports Coaches**

Summer and Spring: 5:00 PM to 11:00 PM
Winter: 5:00 PM to 11:00 PM
Some sports facilities may be unavailable on Weekends and Sports Complex will remain closed on gazette holidays, Sundays and any University notified holiday.

**Sports Complex**

- Sports Complex (Main Hall) can be used from 6:00 AM till 12:00 AM
- Sports Complex (Gyms and Squash Courts) can be used from 8:00 AM till 12:00 AM

**Swimming Pool Schedule**

- The swimming schedule is available at LUMS Coca-Cola Aquatic center, feel free to contact at 3811 forany 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.
- Aquatic Center can be used from 8:00 am till 10:00 pm
- 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

**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 orequipment 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.

**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-minute 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 a six-month or annual rental basis, to store their personal belongings. You may contact the reception desk for membership. The Office of sports, wellness, and Recreation at LUMS is not responsible for any damage, theft or loss of personal items stored in the lockers.

The rental fee for lockers is as follows:

| | |
|---|---|
| One Year | Rs. 14 per day / 5110 Rs. Per annum |
| Six Months | Rs. 20 per day / 3600 Rs. Half yearly |
| Quarter | Rs. 30 per day / 2700 Rs. Quarterly |
| One Month | Rs. 40 per day / 1200 Rs. Monthly |

- 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.

**Padel Court Booking Policy**

**Purpose:** This policy sets forth clear guidelines and procedures to ensure fair and equitable access to the University's padel court, while preventing misuse, slot reselling, and monopolization. All bookings will be handled manually by the SWR reception staff on a first-come, first-served basis. Users must report in person to the reception desk, dressed in appropriate sports attire and carrying their racket and ball, to reserve a slot.

**Scope:** This policy applies to all LUMS students, staff, and faculty members who access or use the padel court booking system.

**Booking Regulations**

**Eligibility:**

Only current students, staff, and faculty members with valid LUMS ID cards are eligible to book the court.

**Frequency:**

Monday to Saturday (8:00a.m. till 12:00 a.m.)

**Slot Duration:**

Each booking slot is for 30 minutes.

**Booking Process:**

- All bookings must be made in person at the SWR reception desk. Online booking is not available.
- Bookings are made on a first-come, first-served basis.
- Users must wear appropriate sports attire at the time of booking and play.
- A minimum of two and a maximum of four players must be present at the time of booking.
- A valid LUMS ID must be presented for each player; bookings may be refused if IDs are not provided.
- Each booking must list all four players' names and IDs.
- If a user does not arrive within 5 minutes of their reserved slot, the booking will be transferred to the next group on the waiting list.
- Bookings will not be accepted via phone or email; only in-person registrations will be accommodated.

**Racket and Ball Policy:**

- Players are strongly encouraged to bring their own rackets.
- If students are unable to purchase a racket, the SWR Department will provide rackets upon request.
- In the event of any damage to a racket provided by SWR, the full replacement cost will be charged to the user(s) responsible.

**Penalties for Misuse**

**Prohibited Activities:** Engaging in any form of commercial activity, including renting out rackets or reselling booking slots.

**Penalty:** A semester-long ban from padel court usage, with referral to the Disciplinary Committee.

**Examples of Misuse:**

- Selling or purchasing booking slots.
- Renting out rackets for profit.
- Providing false player information or check-ins.
- Listing players who do not attend while allowing unlisted individuals to play.
- If an individual or group is found using the court without a valid booking, they may be asked to vacate the court immediately to accommodate the rightful booking holder.

**Reporting Misuse:**

- Anonymous reports may be submitted through the online reporting form available on the booking system.
- Reports will be reviewed weekly by the Sports & Wellness Committee**.**

**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 least7 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 fromLUMS 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 acertificate 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 withthe academic requirements.
4. For SWR, a three-step approach will be followed for petitions:
    i. Pre-approval two weeks prior to the event
    ii. If the event is not covered under the policy, the petitions team will forward the case to theAssociate Dean for approval.
    iii. 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 inadvance 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 |
| Shakeel Ahmed | Intramural Sports Lead | shehryar.latif@lums.edu.pk | 3801 |
| Muhammad Haider Awan | Pool Administrator | amir.hussain@lums.edu.pk | 3811 |
| Bilal Shahid | Sports Officer | Bilal.shahid@lums.edu.pk | 3801 |
| Swimming Pool | Staff on Duty | swr@lums.edu.pk | 3811 |

## 7. Residential Life

Residential Life (ResLife) supports the on-campus living experience across its Residential Communities (RCs). Operating under the Office of Student Affairs, ResLife is committed to fostering an inclusive and engaging environment that promotes students' academic, personal, social, and civic growth.

Each RC is supported by Floor Advisors (FAs), trained student leaders who live within the community and serve as the first point of contact for guidance, peer support, and community-building. FAs work in coordination with the ResLife Central Office to ensure consistent support across residential spaces.

**Programming & Community**

ResLife offers a range of programs focused on wellbeing, community engagement, and life skills development. These include small-scale residential activities, larger community events, faculty interactions, and discussion-based forums that encourage connection and reflection.

Initiatives promoting sustainability and civic responsibility are also an integral part of residential life. Students stay informed through established communication channels that share updates, events, and important information.

Residential Communities are structured to support students at different stages of their university journey, with arrangements that may evolve to meet student needs.

**Support & Resources**

ResLife connects students to the university's broader support network through regular engagement and collaboration with campus services. Residents are encouraged to reach out to their Floor Advisor for support with residential life, community concerns, or personal adjustment.

ResLife aims to create a supportive living environment where students can build community, access resources, and make the most of their time at LUMS.

**Website:** https://reslife.lums.edu.pk
**Instagram:** https://instagram.com/reslifelums
**LinkedIn:** https://www.linkedin.com/company/reslifeatlums
**Contact:** reslife@lums.edu.pk

## OFFICE OF PROGRAMME ENHANCEMENT (OPE)

The Office of Programme Enhancement (OPE) supports the strategic decision-making processes of the University's senior administration through data-driven institutional research and quality assurance initiatives. OPE's core activities focus on two primary functional areas: Institutional Research, where institution-wide data is used to assess how effectively LUMS is fulfilling its mission, and Quality Assurance, through which the office ensures regulatory compliance and conducts internal quality assessments.

OPE serves as a vital resource for stakeholders within and outside the University community and acts as the primary liaison with the Higher Education Commission on matters related to quality assurance. To promote a strong culture of quality at LUMS, OPE has established an Institutional Quality Circle chaired by the Vice Chancellor and comprising Deans and Heads of Departments, ensuring representation of key academic and administrative stakeholders. This structure strengthens institution-wide engagement in quality assurance processes, including institutional and program reviews, and supports a comprehensive approach to continuous improvement across the University.

In addition, OPE coordinates LUMS' participation in global university rankings, including the Times Higher Education and QS World University Rankings. As the central hub for institutional data analytics, the office publishes the annual Statistical Handbook and the Graduate Program Review report to identify trends and support evidence-based decision-making. Through rigorous analysis and the maintenance of high standards, OPE helps ensure that LUMS continues its commitment to excellence across all aspects of its operations.

OPE can be reached at ope@lums.edu.pk. Extension numbers: 2269, 2289, 2248, and 2236.

## OFFICE OF ACCESSIBILITY AND INCLUSION (OAI)

LUMS takes great pride in the diversity of its community. With students, staff and faculty coming from all corners of the country and beyond, the University serves as a rich cultural and intellectual hub with varying perspectives and transformative ideas. The campus welcomes members of different ethnic and religious minorities, the transgender community, people with physical, cognitive and/or 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 all the available services, just like their peers, and empathetically addresses any issues that might be causing a hinderance in their learning journey on campus.

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 and foster a sense of belonging.

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. In order to create understanding and empathy for each other's experience and the challenges it entails, the Office of Accessibility and Inclusion plans to expand on existing gender sensitization trainings on campus and organize relevant seminars and workshops for everyone on campus.

**Accessibility**

The Office is determined to make all campus spaces accessible to individuals with disabilities. Each disability has its own unique challenges, OAI follows a two-fold approach. The Office 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 arranges for facilitators to assist any student who may require help in moving across campus, taking notes in class, or other hurdles that may become easier with facilitation. Please email us at aaa@lums.edu.pk for more information on how to arrange a facilitator.

**Academic Accommodations**

In accordance with the HEC Disability Policy 2021, the Academic Accommodation & Accessibility (AAA) wing at the Office of Accessibility & Inclusion (OAI) aims at providing the LUMS community a non-discriminatory and equitable environment for their academic journey. Our office provides support to students with long-standing disabilities which can be visible or invisible in nature through reasonable academic accommodations and/or accessibility facilitation. The process for accommodations can be initiated in the following ways:

1. At the time of admission and recalibrated every semester throughout the completion of the degree program.
2. Before the beginning of each semester to ensure support is in place for that semester.
3. During the degree program, if a student has met with a physical, medical, or mental health condition that hinders their regular ability to function.
4. After the deadline, accommodations may still be considered and the case will be managed after consultation with all relevant stakeholders, keeping in mind the timelines required for documentation and diagnosis.

Students must submit their complete physical and/or mental health documentation when requesting academic accommodations. AAA will provide a guideline document delineating the office's requirements from the students medical or mental health professionals for assessment and granting accommodations. For mental health, students may also obtain their assessment through Counselling and Psychological Services (CAPS) Office at LUMS. After reviewing and verifying all documentation and conducting a meeting with the students, AAA will propose a plan for each student that addresses their accommodations concerns.

Confidentiality is a fundamental value at OAI, so when accommodation plans are shared with concerned instructors and/or relevant departments/schools, the student's disability is not disclosed. For academic accommodations requests and/or queries, students can email us at aaa@lums.edu.pk.

**Application Process**

1. All applicants must fill out the official accommodation request form. This includes uploading all required medical or mental health reports. QR code for a google form is available outside our office, on key campus

boards, and on official websites for easy access. These forms can also be obtained via email at aaa@lums.edu.pk.

2. Book a meeting with the Accessibility Coordinators. The form also directs applicants to a bookings calendar to set up a meeting with one of the Accessibility Coordinators. The one-on-one meeting is a mandatory step towards beginning the processing of the application.

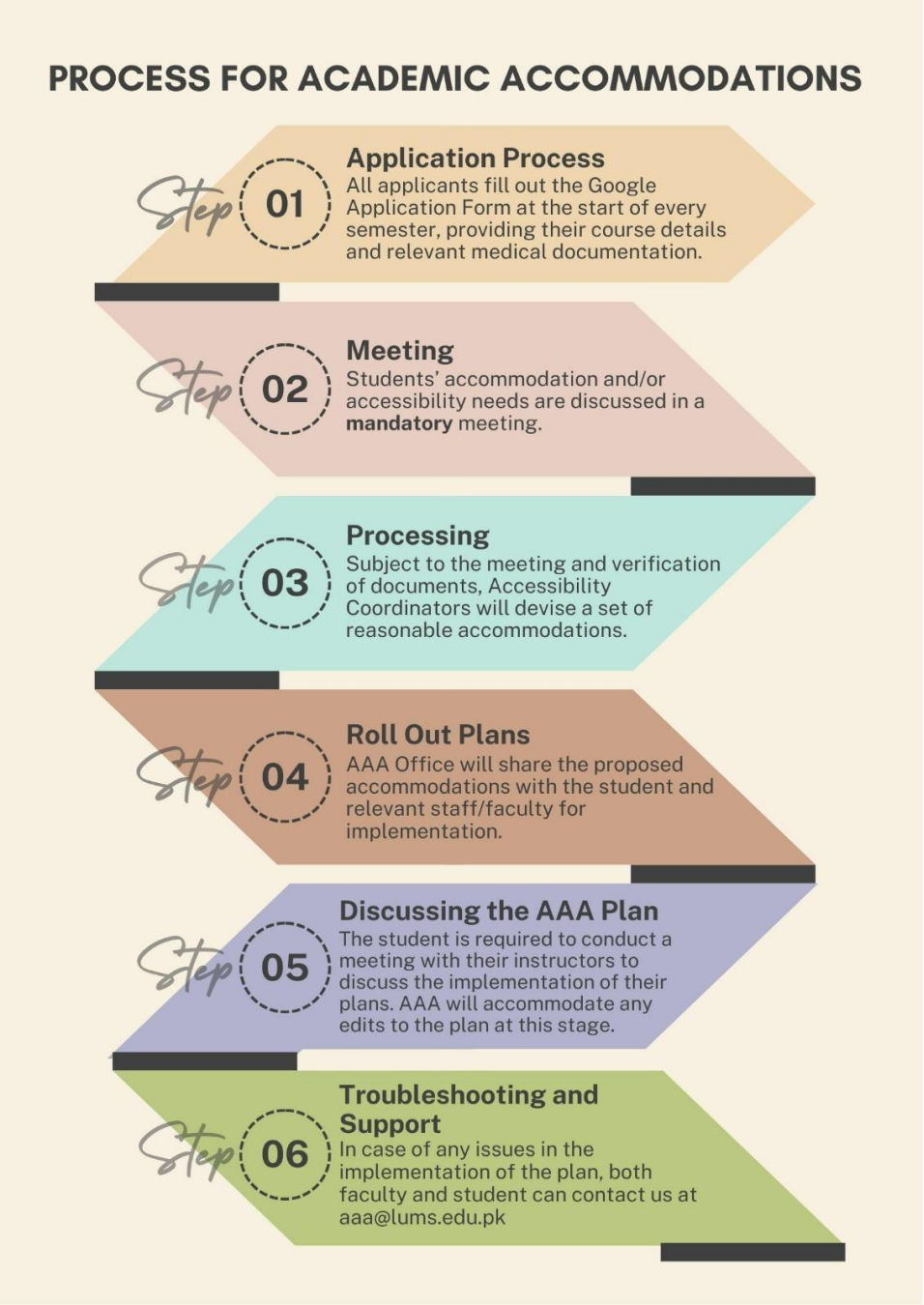
3. Depending on the student's eligibility as per the AAA policy, their proposed academic accommodations plan, comprising of the instruments they require facilitation with, is then shared with the relevant faculty and/or department for implementation. Certain cases may be forwarded to the Accessibility Committee for further evaluation.

**Accessibility Committee (AC)**

The members of the LUMS community are governed by the Higher Education Commission Policy for Students with Disabilities at Higher Educational Institutions in Pakistan 2021. The Accessibility Committee follows the rules and guidelines outlined therein.

**Academic Accommodation: Things to Know**

- Academic accommodations are only applicable from the date they are shared with instructors, and they do not apply retroactively.
- For all missed components, even for students who are on academic accommodations, only a petition can be filed by contacting Student Support Services at OSA and approval of petition will be as per OSA policies. You can also write an email at petitions@lums.edu.pk. AAA does not accommodate missed components under any circumstances.
- Course material and examination formats cannot be modified; only alternative assessment modalities and certain flexibilities can be offered for graded components under academic accommodations.
- Application process for academic accommodations officially begins with the start of the semester and application forms need to be submitted by the students by the end of add/drop week. Timely submission of the application form, documents and booking of meetings or follow-ups will be the students' responsibility, and all steps must be completed within the timelines given by the office at the start of each semester.
- Once a student receives their proposed academic accommodation plan, it is their responsibility to discuss its implementation with each course instructor.
- Students and instructors can both email us at aaa@lums.edu.pk if they face any difficulty with the implementation or are unsatisfied with the adequacy of the accommodations plan.
- If a student's condition changes in any way or, for any reason, a student feels the need to request for additional accommodations, they can get in touch with our office and discuss this with the Accessibility Coordinators. Usually, additional documentation is required to assess students eligibility for additional accommodations.




**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, the 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.

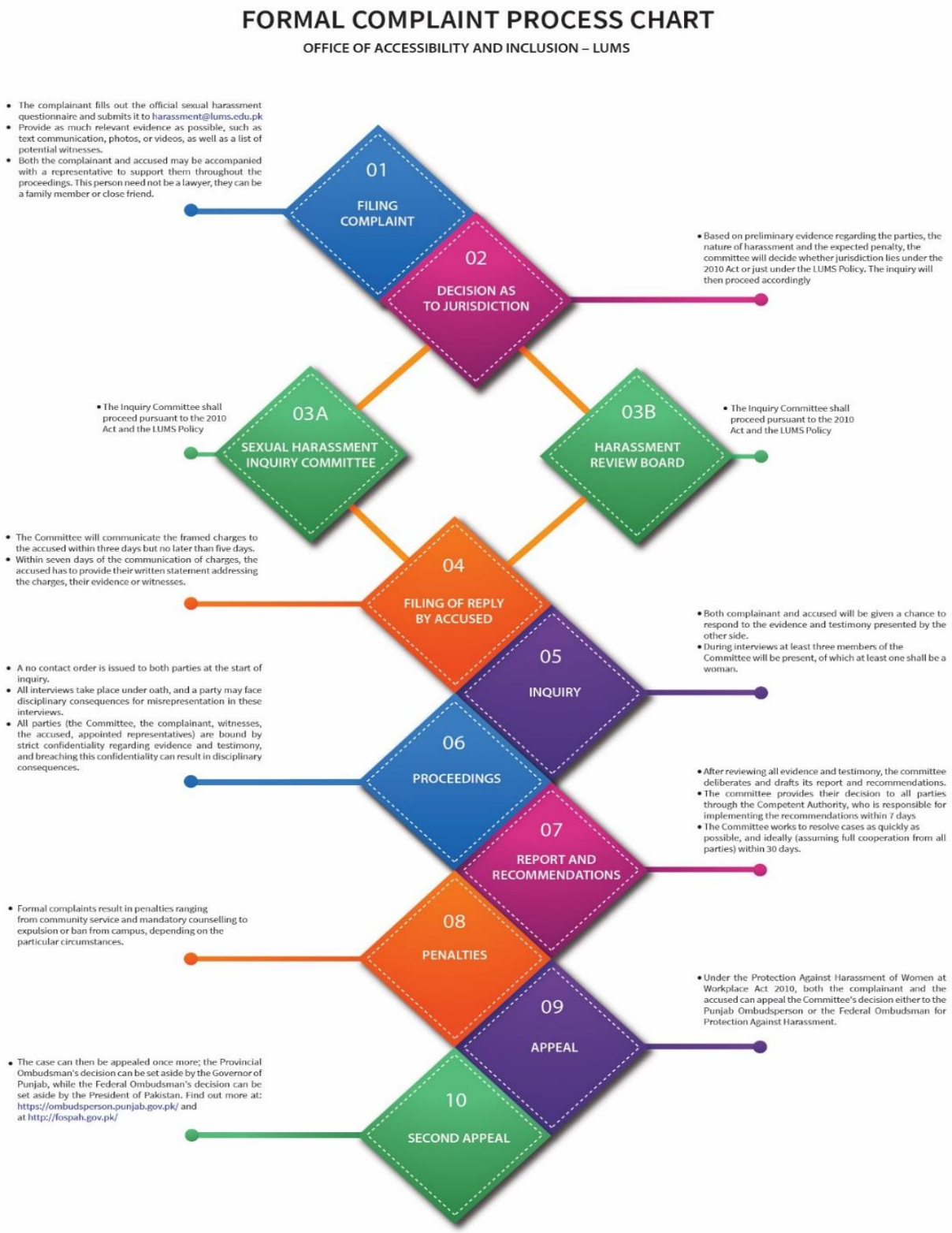
The SHIC will contact the accused and inform them of the complaint, and request they respond to the charges. The accused can provide their own evidence or witnesses and a written statement addressing the charges. They may choose to send cross-examination questions for the complainant and the complainant's 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 in the form of a report, that is sent to the Competent Authority (the Vice Chancellor) for implementation. The report is sent to the relevant parties and penalties are carried out through either the OSA or the HR after the VC's approval.

**Filing a Complaint: Things to Know**

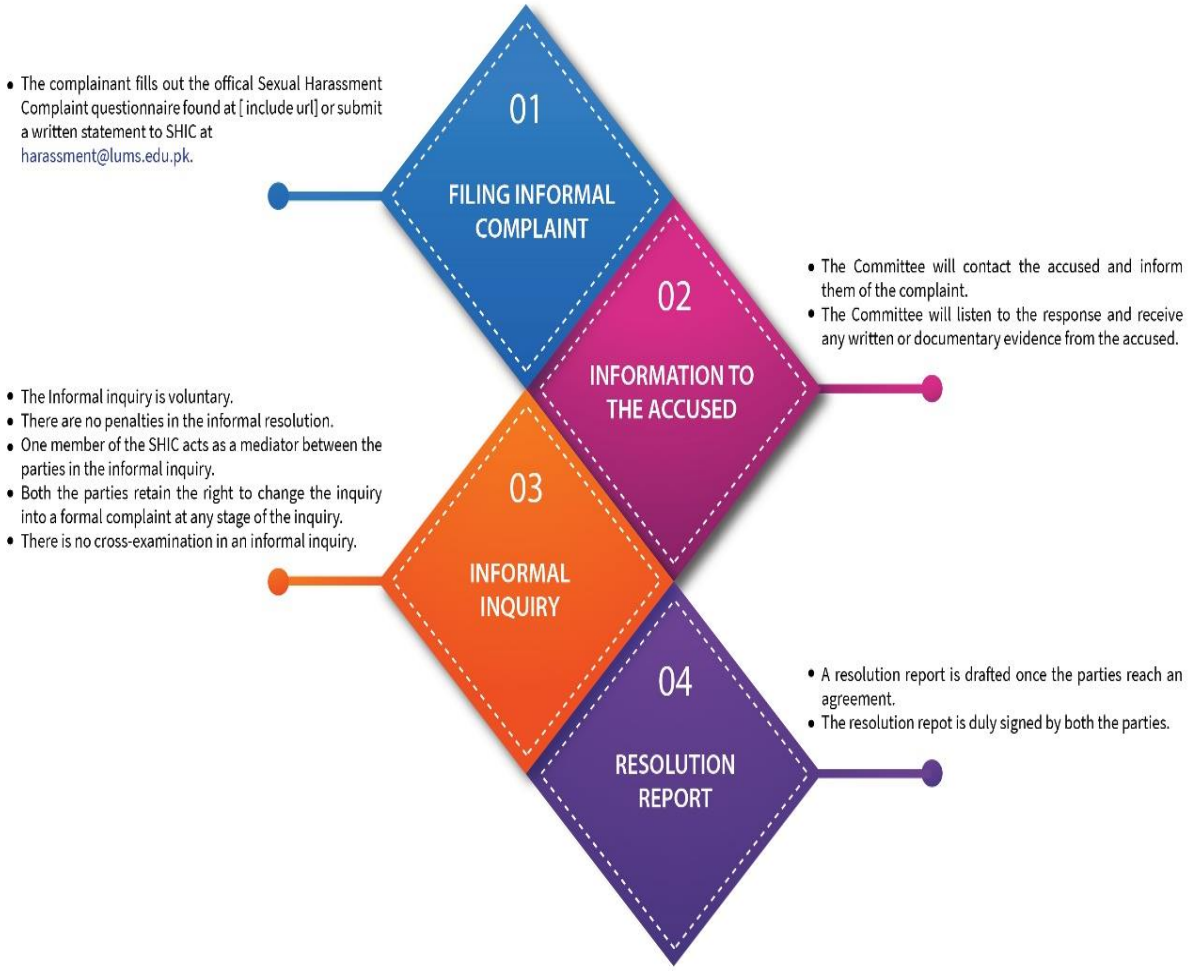
- An informal complaint can be turned into a formal complaint at any time.
- It is paramount that you provide as much and as complete evidence as possible regarding your case. This may include digital communication (not just with the accused, but with others you may have discussed the case with), photographs, 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.



# 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 internationalopportunities, 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.

**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.

**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 interactionwith the world as a whole and that is what the OIA aims to practice and endorse.

**Important department specific information**

The OIA currently manages 37 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
- Koç Üniversitesi, Istanbul, Turkey
- Middle East Technical University – METU, Turkey
- Ozyegin University, Turkey
- Seoul National University (SNU), South Korea
- Chung-Ang University, South Korea
- Universiti Putra, Malaysia
- University of Malaya (UM), Malaysia
- University of Passau, Germany
- 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**
Global Engagement Lead
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**Hadia Khosa**
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**Hajira Usman**
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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 functions of Marketing, Communications, Alumni Relations, and Development to serve a unified mission: to communicate a compelling narrative, strengthen relationships with key internal and external stakeholders, and support the University's sustainable growth.

**Communications**

The Communications unit is dedicated to telling the LUMS story in ways that inform, inspire, and engage audiences. As a strategic partner across the University, the team collaborates with diverse stakeholders to craft impactful messages and experiences that enhance the University's reputation and maintain its unique identity.

The unit engages with the LUMS leadership, students, faculty, staff, prospective students, alumni, donors, parents, and visitors to build strong, lasting relationships. As the official voice of LUMS, the team tailors style, tone, messaging, strategies, and platforms to communicate the University's local relevance and global impact.

In partnership with other campus departments, Communications provides a variety of targeted services across print and digital media—from posters, standees, and brochures to official correspondence and institutional reports. The team also produces key publications such as the *Annual Report, The University's Profile, Campus Stories, Life at LUMS, LUMS at a Glance*, and the biweekly e-newsletter, *LUMS Connect*, which keeps both internal and external audiences informed about the latest University news and developments.

For more information or any queries, please contact: communications@lums.edu.pk

**Marketing**

The Marketing unit plays a key role in broadcasting LUMS' vibrant culture of collaboration, learning, and growth. Every year, the team leads several initiatives across traditional and digital platforms to elevate the University's profile, working closely with schools, departments, and other stakeholders across campus. As brand custodians of the University, the Marketing team strategises, designs, and executes different campaigns to engage multiple demographics and showcase the University's impact on society and industry–involving students, faculty, alumni, partners, and the wider community. The unit also provides a variety of targeted marketing and digital solutions to stakeholders within the University.

Beyond conventional marketing, the team utilises digital platforms such as Facebook, Twitter, LinkedIn, Instagram, Google, and YouTube to amplify the achievements of LUMS students, alumni, faculty, and staff. The Marketing unit spearheads promotional efforts for all five schools at LUMS, educating and informing prospective students about different University initiatives throughout the year, and guiding applicants through the academic programmes, campus life, and admissions requirements.

Each year, the Marketing unit conducts information sessions at schools across Pakistan, participates in expos for prospective students and their parents, organises open days and campus tours, and supports digital engagement across social media platforms to help prospective students and families connect with the LUMS experience.

For more information or any queries, please contact: marketing@lums.edu.pk

**Alumni Relations**

The Alumni Relations team works to ensure sustainable and meaningful engagement with the LUMS alumni body. It aims to continuously establish new ways of connecting that better meet the needs of alumni, students, and the University. Engaging alumni means building meaningful relationships with this ever-growing community, deepening their connection to their alma mater, involving them in the University's wide range of initiatives, and offering opportunities that support their professional and personal growth.

To facilitate networking, Alumni Relations has formed alumni chapters in various cities and countries around 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 contribute to the University's marketing, placement, and fundraising efforts. To facilitate even closer networks amongst the alumni, Alumni Relations has also formed affinity groups and alumni associations such as the SDSB Alumni Association, the CSS Alumni, the CS Alumni Network, 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 access 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 alumni engagement revolves around 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. 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, including 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 20,000 alumni, generating opportunities for alumni, friends, and supporters to stay involved with the University.

For more information or any queries, please contact: alumnirelations@lums.edu.pk.

**Development**

The Development team is dedicated to nurturing relationships with donors through donor outreach and donor stewardship. The donor outreach team strategically seeks to maximise grants received for student scholarships, infrastructure, and research. Stewardship works towards building and maintaining relationships with donors and creating a mutually beneficial relationship to encourage repeat gifts.

Funds are solicited from a diverse pool of donors, including corporations, high net-worth individuals, alumni, foundations and trusts, international agencies, and public sector organisations. Through the efforts of the Development team, generous scholarships are offered to students every year through the National Outreach Programme and Financial Aid.

Renowned for academic excellence, LUMS is also leading in groundbreaking research. To support research and innovation at LUMS, the Development team actively seeks partnership opportunities with corporations and foundations to establish grants and endowed chairs. Development also facilitates naming opportunities for donors interested in naming infrastructure and other spaces at LUMS.

For more information or any queries, please contact: giving@lums.edu.pk

## LUMS LEARNING INSTITUTE (LLI)

LLI is a development center at LUMS, dedicated to enhancing teaching, learning, and career progression within the higher education sector – faculty, staff & students alike. Over the last four years, we have distinguished ourselves by offering a wide range of developmental programs that have significantly impacted learning and development – both within and outside of LUMS.

At our core, we empower LUMS faculty with cutting-edge **pedagogical strategies**, offering workshops on instructional skills, course design, and integrating peer feedback to improve student learning. We have also collaborated with faculty members to create **discipline-specific learning** experiences in areas such as Economics, Law, Business, Languages, and Data Science, which have contributed to enriching the academic environment at LUMS.

In addition to pedagogical support, we have developed specialized training programs in various **generative AI tools** for a diverse audience. These training courses are designed to meet specific needs, such as course and assessment design for faculty, and productivity enhancement for professionals, as well as AI interventions tailored for developers and data scientists at LUMS.

### For the Students at LUMS

Other than faculty & staff facing development initiatives, LLI also plays a vital role in **empowering students with lifelong skills** that may enable them to become resourceful professionals of the future.

#### Pedagogical Partnerships Program

Students are involved in **pedagogical partnerships**, contributing to course content, delivery, and assessment tool development with formal training and guidance from LLI team

In this non-evaluative, collaborative relationship, students offer weekly feedback and work with instructors to co-develop more engaging, inclusive, and effective learning experiences.

#### How it benefits you:

- Gain behind-the-scenes insight into teaching practices.
- Develop critical thinking, communication, and collaboration skills.
- Contribute to improving classroom inclusivity and engagement.
- Build professional relationships with faculty.
- Receive recognition and mentorship that can support academic and career growth.

Whether you're an undergraduate curious about education, or a graduate student considering academic careers, PPP gives you an insider's view of pedagogy while making a tangible difference in the classroom. Refer to our website for more information on how to participate in this program: lli.lums.edu.pk/pedagogical-partnership-program

### TA Development Programme

The **Teaching Assistant (TA) Development Course** is a structured program designed to prepare undergraduate and graduate students for their roles as TAs across LUMS. This course equips you with essential teaching, facilitation, and communication skills to ensure that your contributions in the classroom

and beyond are effective, ethical, and impactful.

Through interactive sessions, practice-based modules, and reflection activities, the TA Development Course covers key topics such as:

- Roles and responsibilities of a TA
- Inclusive and student-centered teaching practices
- Effective communication and feedback techniques
- Managing classroom dynamics and student questions
- Academic integrity and ethical conduct
- Time management and professionalism in academic settings

You will also engage in scenario-based learning, peer discussions, and feedback exercises to prepare for real-life classroom challenges. In order to know more about the course please visit lli.lums.edu.pk/TA-development-course.

**Students as Co-Researchers Program**

ScR positions students as **co-researchers** in academic projects related to learning and teaching at LUMS. For your SPROJ, you have the option to collaborate with faculty on inquiry-based research, investigating real questions about the student experience, curriculum design, and inclusive learning practices.

**How it benefits you:**

- Engage in meaningful, applied research that influences institutional policy and practice.
- Co-author presentations or publications.
- Enhance your research portfolio, especially useful for graduate school or academia.
- Explore the intersections of education, equity, and social justice.
- Help shape a more responsive and student-centered university environment.

Graduate students in particular may find ScR a powerful complement to their academic work, offering mentorship, methodological training, and the opportunity to contribute to the scholarship of teaching and learning (SoTL). Read more about ScR program at https://lli.lums.edu.pk/students-co-researchers
For more information about the LUMS Learning Institute (LLI) and how you can get involved in any of our student-focused programs, please reach out to:

✉ Email: lli@lums.edu.pk
Attn: Ms. Amna Ikram, LUMS Learning Institute
Stay connected. Be a partner in learning. Shape the future of education.

## 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, and expand their intellectual horizons. The Centre for Continuing

Education Studies (CES) offers courses with flexible durations ranging from weekend-long workshops to short courses in the evenings.

Taught by LUMS alumni, faculty, and leading industry professionals, these courses are primarily geared towards individuals who are not necessarily looking to enrol in a degree programme but are curious about a new subject, want to pursue a lifelong interest or cultivate a particular skill set. With the exception of a few, most courses have no prerequisites and are open to anyone interested.

Course offerings at CES cover the following areas:

- Professional Development
- Creative Arts
- Languages and Cultural Studies
- Teaching and Learning

In addition, CES offers Pre-College Programmes designed specifically for students aged 8 to 19, allowing them to explore future academic and career pathways while experiencing a preview of college life. These programmes are structured as follows:

- **Young Learners Programme:** Designed for students aged 8-13, fostering curiosity and providing a strong academic foundation through interactive learning, focused on early development and curiosity-driven education.

- **Pre-College & Secondary School Programme:** An immersive programme for high school students (ages 14-19), offering specialised learning, networking, and college application guidance.

**Contact Details:**
Website: ces.lums.edu.pk
Email: ces@lums.edu.pk
Contact Numbers: 0300-8496861, 0300-4027198

## THE GAD AND BIRGIT RAUSING LIBRARY

The Gad and Birgit Rausing Library at Lahore University of Management Sciences serves as a centre for information resources and knowledge for the faculty, researchers and students through its wide range of collections, competent staff, high-quality infrastructure, and innovative services. Currently, the Library has collection of over 300,000 books and documents, access to about 240,000 electronic books, 2500 Audio-Visuals, CDs & DVDs, and subscriptions to around 200 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 subjects offered at LUMS.

In line with the Library's mission to excel in supporting its users' academic and scholarly endeavours regarding their core instructional and research requirements, the Library continuously strives to introduce user-focused resources and services.

**Library Services**
The Library offers a variety of services to its patrons to meet their academic and research requirements. These include but are not limited to the following:

- **Course Guides:** The Library has developed these guides on core subjects being offered at LUMS 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. The guides on all subject areas and their relevant courses have been developed and regularly updated by the professional library staff.
- **Self-Check-out/check-in:** The self-check kiosk enables users to check out/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:** Two digital scanners are available in the Library (one on each floor). 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. Some of these readers are also configured to access more than 45,000 online journals and about 240,000 e-books.
- **Book Alerts:** Lists of fresh arrivals are circulated to users and posted on the Library portal at https://library.lums.edu.pk/library-books
- **Document Delivery:** If an article or a document is unavailable in the Library, arrangements are made to acquire the same from other libraries through interlibrary loans and international document delivery services.
- **Off-Campus Access through VPN:** The Library also provides off-campus access to its resources through Forticlient (SSL VPN).
- **Teaching Resource Centre:** The teaching resource and circulation librarian helps get instructor manuals, tutorials, PowerPoint presentations, test banks, course outlines, student handouts, and solution manuals of other universities.
- **Reference and Research Support:** Two specialized helpdesks (one on each floor) have been set up to provide in-depth reference and research support services. Users can visit these helpdesks, make telephonic contact, email, and live chat to seek assistance from library professionals. The web chat facility is available at https://library.lums.edu.pk/live-chat-library. The Library also facilitates its users in searching their required literature to support their academic and research endeavors.
- **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 library users' understand library resources and services and equip them with the necessary research skills.
- **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. The library website also presents a comparative analysis of various citation tools, thus facilitating the selection of the most suitable one.
- **SMS alerts:** The 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 the LUMS community's access to similarity/plagiarism detection services through Turnitin. It provides training regarding the access and use of the tool. Dr Muhammad Safdar (muhammad_safdar@lums.edu.pk) can be contacted for any assistance.
- **Multimedia:** The Library provides access to audio-visual material, including DVDs, CD-ROMs, and videos, which can also be borrowed. The multimedia section is equipped with Cable TV, VCR, and CD/ DVD players.
- **Wireless LAN:** The Library is a Wi-Fi-enabled area providing Internet connectivity to 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 motivate the maximum usage of books by a maximum number of readers. A donation shelf has been placed near the newsletter section for the placement of donated items. There are few conditions, such as the title should be in good condition and should not be in a state such as dirty or damaged (brittle, yellowing, torn, or missing pages) for donations' acceptance. Anybody can take away the

books placed on the shelf reserved for donation or drop the title he/she wants to donate.

**Organization of Collections:**

The Library consists of two floors. The books and other reading materials are managed into various sections according to the specific nature of the collection. The Library uses the Dewey Decimal Classification Scheme to classify its knowledge resources.

The ground floor houses collections on Business, Computer Science, Pure Sciences, Engineering, magazines, journals, theses and dissertations, graduate students' projects, and course reserves. Photocopier, multimedia, self-check machines, e-kiosk, digital scanner, finishing corner, laptop and mobile charging units, bookshop, and circulation counter are available on the same floor.

The first floor (Khalid Ishaque Wing) houses books on Economics, Humanities & Social Sciences, Law, Politics, History, Languages & Literature, Rare Books and the Oriental collection. It also has a Research & Scholars Commons, Learning Commons, laptop and mobile charging units, digital scanner, digital access centre, finishing corner and a reading lounge.

**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. These resources are accessible even off-campus through Forticlient (SSL VPN). Some of the important resources are:

- **SCOPUS** – http://www.scopus.com/: Scopus is the largest abstract and citation database of peer- reviewed research literature. With over 30,000 serial titles, it facilitates access to analytical tools that help you stay up-to-date. Scopus helps researchers by offering access to literature's abstracts and identifying the status of journals related to diverse fields of studies, including pure sciences, applied sciences, social sciences , and arts & humanities.
- **Science Direct** -http://www.sciencedirect.com: it is the world's leading electronic collection of journals and provides access to the full text of research documents. The database covers a wide range of subjects including 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 byemerging 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: This resource offers access to over 2000 leading journals. It covers the full spectrum of science, technology, engineering, medicine, business, social sciences, and humanities.
- **SpringerLink** - https://link.springer.com/: One of the world's leading online information services databases for scientific, technical, and medical books and journals. Over 2700 journals are available with back files.
- **Business Source Ultimate** - http://search.ebscohost.com: Business Source Premier is the most popular business research database that features the full text of more than 3746 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 340+ 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 17 scholarly journals, including the flagship journals Operations Research and Management Science. It provides full-text access to the subscribed content.
- **IEEE Xplore** - http://ieeexplore.ieee.org: IEEE Xplore provides full-text access to 3732 journals, 664 magazines, 186 early access articles and over 2700 conferences.
- **ACM Digital Library** - http://portal.acm.org: ACM digital Provides access to magazines and journals in computing and IT, with a complete archive reaching back to the 1950s. It also includes the ACM Special Interest Group newsletters and conference proceedings, many with full archives in 34 distinct areas of information technology that address your varied interests - Programming Languages, Graphics, and Mobile Communications etc..
- **American Chemical Society (ACS)** - http://pubs.acs.org: With a comprehensive portfolio of more than 85+ journals, including 12 "gold" completely open access journals, ACS Publications has a home for every variety of research.
- **JSTOR** - http://www.jstor.org: Full runs of more than 2,800 top scholarly journals in the humanities, social sciences, and sciences. JSTOR works with a diverse group of nearly 1,200 publishers from more than 57 countries to preserve and make their content digitally available.
- **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.
- **EastLaw -** https://www.eastlaw.pk/home: The database contains an archive of more than 300,000 legal documents. Our legal research tool provides top-quality information with an interface which makes the research a quicker, easier and more effective process. This source provides its users with the opportunity to research their preferred area of practice and the option to save it in their dashboard.
- **HeinOnline -** https://heinonline.org/HOL/Welcome : 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 gapby 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.
- **ProQuest One Social Sciences-** https://www.proquest.com/ :This collectionprovides 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 Alma, which is accessible (On-campus as well as Off-campus). The software facilitates access to the library catalogue, users' accounts, and other personalized services. Below are the major access points for users to explore the Library's resources and services:

- **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. Users' self-sufficiency and ease of access are focused while designing a single, coherent, remotely accessible service.
- **PrimoLibrary 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 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.
- **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 professional library staff.
- **Full Text Linking with SCOPUS and Google Scholar**: The Library has enabled full-text linking of subscribed contents with 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.

**Opening Hours**

The Library is open seven days a week and around the clock during exams.

Monday – Friday: 08:30 AM to 02:00 AM

Saturday & Sunday: 10:00 AM to 10:00 PM

During Exams: 24/7

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. . 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 |

**Active course reserve are issued for three hours.*

- Presentation of a valid LUMS smart 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/s can be reserved. Users can also request to reserve the book/s through Primo library Portal.
- Reference material such as CD-ROMs, annual reports, pamphlets, current and bound periodicals, IA (industrialadvisory) reports, thesis/dissertations, student projects, reference books and newspapers cannot be checked out. They can only be consulted within the library premises.
- A photocopying facility is available where copyright rules permit.
- 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.
- The 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.
- Active 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 by the Disciplinary Committee.
- Overdue and fine notices are sent through official email. The payments can be made through Accounts department only. Library accounts are 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 , EDH and sports complex. Internet access at LUMS is fast and reliable. The campus currently consumes a total of 4 Gbps of internet bandwidth across its labs, offices, and residences.

**Computing Labs**

There are eight general-purpose computing labs with approximately 478 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"), and 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, multimedia equipment 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 1$^{st}$, 2$^{nd}$, 3$^{rd}$ and 4$^{th}$ 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, OSIRIS, Softech, Refinitive databases, Abby fine

reader, ArcGIS, Endnote, Graphpad, Prism, Inpage, Math type, Maxqda , NVIVO, PSIM, Snap Gene, SAP GUI Client, TSP, R&R Studio, Anavonda, Power BI, Unity Hub, 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 must 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 several 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 behavioral change and develops a culture of continuous learning and security awareness.

Queries/concerns about Information Security Policies are also managed by this team.

Sometimes users received phishing and fraudulent emails impersonating higher management or faculty, requesting urgent assistance with a funds transfer or asking for personal information, including passwords. We urge you to remain vigilant and take the following precautions:

- **Verify the Email Address:** Always check if the email address is official. Official university emails will not come from personal addresses like Gmail, Yahoo, etc. If the email address is not official, ignore the email.
- **Evaluate the Content:** Phishing emails often contain generic and ambiguous language. If the message seems suspicious or unusual, do not respond or click on any link asking for the personal information or passwords.
- **Contact the Sender Directly:** If you are unsure about the legitimacy of an email, contact the sender through an alternative communication method such as phone or WhatsApp. Do not use the contact information provided in the suspicious email.

If you have any doubts or receive any suspicious emails, please report them to the IST department immediately at infosec@lums.edu.pk

**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 program 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 users connected to the LUMS network and the activities 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. The department is also responsible for the implementation of administrative policies. The following are the areas:

a. Campus Security.
    a. Access control system.
    b. Smartcards and their issuance.
    c. Protection of community & assets within the premises.
    d. Implementation of code of conduct.
b. Engineering Services.
    a. Repair maintenance of electrical, HVAC and civil related assets.
    b. Provision of electrical and HVAC support.
c. Food & Beverages.
    a) Pepsi dining center.
    b) Green olive

c) Provision of F&B support during events, meetings and conferences.

d. Facilities.
   a. Supervisory support of auditoriums/classrooms.
   b. Pantries and office attendants.
   c. Female transport services.
   d. Issuance of car entry stickers.
   e. Booking venues for events.
   f. Space allocations.

e. Support Services.
   a. Janitorial.
   b. Horticulture.
   c. Mail & courier services.
   d. Masjid.
   e. Outsource food vendors.
   f. Transport & travel.

## Visitor Policy

### 1. Purpose of Policy

The purpose of this document is to provide guidelines for visitors, faculty, staff and students.

### 2. Scope of Policy

The policy shall be applicable to the visitors at all times.

### 3. Policy

a. The entry time for visitors is from 8:30 am to 9:30 pm. The visitors related to students and staff shall be allowed to visit the campus within the defined visiting hours only. The visitors shall leave the campus at or before 10:00 pm and no later than that
b. Drugs and weapons are not permitted on campus.
c. Visitors will only visit the office/individual that has been registered with the campus security office. If he/she is found in an unauthorized area/office by the security staff, the visitor will be asked to immediately report it to the security office.
d. 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.
e. The visitor cannot visit the classrooms, hostels, or any other unauthorized place.
f. Hosts should accompany their guest(s) on campus.
g. The Visitor Pass will be returned to the issuing authority after signing out.
h. The visitor will park his/her vehicle at the visitor parking only.
i. Guests are only allowed to visit the eateries.

### 4. Student Guest

a. On arrival of guests, students are required to submit their University Smart Card with the security supervisor on duty. The guest's CNIC (original) or authorized legal driving license (original) shall be submitted

to the security supervisor at the main gate. Guests who are not in possession of any valid identity will not be able to enter the premises.

b. Visitors' pass shall be issued to the visitor by the security staff. The Visitor Pass must be worn at all times.

c. The visitor cannot enter classrooms/labs/hostels/library/Sports Complex/ discussion rooms.

d. The visitor will not be allowed to stay overnight on campus or after the specified hours, without prior approval from the Dean OSA.

e. One guest shall be allowed per Smart Card.

**5. Alumni Entry and their Guests**

a. Alumni while entering the campus will show her/his original university smart card.

b. One guest shall be allowed per Smart Card.

c. Alumni will always accompany the guest.

d. The guests are required to submit their original CNIC with the security supervisor on duty. Guests who are not in possession of any valid identity will not be able to enter the premises.

e. A visitor pass shall be issued to the guest and returned to the security office upon exit.

f. For the entry of the vehicle authorized alumni stickers must be displayed on the wind screen. The respective vehicles will be parked in the visitor parking area without the sticker.

g. If the alumni are not in possession of her/his Smart Card, she/he will report to the security office for her/his verification through the System.

**Car Parking Stickers**

Parking stickers will be issued to all active students for their cars, which will be renewed each year during their stay. The vehicles can only be parked at the designated parking lot.

**Policy Violations**

a. Extending access rights by lending the card to someone else or helping other people to gain unauthorized access to facilitates (tail gating).

b. Tampering with access control hardware and surveillance devices, theft and damage to university property e.g. door, glass, access control hardware, surveillance cameras etc.

**Replacement of Smart Card**

Smart cards will be replaced and reissued with the amount of PKR 1500.

**Lost/stolen smart card**

The loss or theft of a smart card must be notified to the campus security office through an email on campus.security@lums.edu.pk or in person.

**Penalties and Fines**

| Violations | Description | Penalty |
|---|---|---|
| Door Held Open | Holding the door open physically for a longer duration, in access with the standard allowed time i.e., 7 seconds. | PKR 1000 |
| Door forced open | Using any material/item to block/break or open the door, so the door remains unlocked | PKR 10,000 or above & on second attempt the case is sent to DC |

| | | |
|---|---|---|
| Unauthorized access | Lending your smart card to the unauthorized person/outsider to gain access in your presence/absence | 20,000 + DC |

**Violation/Penalty Code of Conduct**

| Violation | Penalty | | |
|---|---|---|---|
| | **1st violation** | **2nd violation** | **3rd violation** |
| Possession, sale or consumption of Alcohol or any narcotics / drugs | Suspension | If found guilty, the penalty will be expulsion | Not Applicable |
| Public Indecency | Written reprimand | If found guilty, the minimum penalty will be suspension, while the maximum penalty will be expulsion, depending on the severity of the violation | |
| Physical abuse or fighting | If found guilty, the minimum penalty will be Suspension, while the maximum penalty will be expulsion, depending on the severity of the violation | | |
| Theft | | | |
| Possession of firearms, weapons, explosives, or other dangerous objects | | | |

| 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 trespass 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 EMERGENCY, PLEASE CALL 042-35608877 or email at campus.security@lums.edu.pk**
**In case of any suggestions or complaints email at helpdeskgas@lums.edu.pk**

## 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<br>alumnirelation@lums.edu.pk<br>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<br>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 | osa@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 |
| 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 |
| 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 fall 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 admittedand graduates.

**Academic Warning**
A period or duration of observation/evaluation applicable to a student whose academic performance fall 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, the 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 organizations and for visa purpose etc.

**Bona-fide Student**

A student who is/was pursuing a degree programme at LUMS 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 offers 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 purchasing 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 transferredcredits of course(s) taken by astudent 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 departments within a School (i.e. MGSHSS, SBASSE, SAHSOL, SDSB) with the responsibilities of faculty hiring, implementing academic policies & standards, and 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 extracurricular 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 onthe Dean's Honour list upon successful completion of at least 32 credit hours a yearand attaining cumulative GPAof 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 LUMSat 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 advanced work beyond the master's level, including the preparation and defense 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. 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 theuniversity prior to completion of degree.
Following conditions apply:

- ✓ Un-authorized withdrawals;
- ✓ University withdrawal.
- ✓ AdministrativeWithdrawals.

**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, graduateor postgraduate student whois paying fee (irrespective of fee source) to the University in a particularsemester/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, and scholarships.

**Financial Awards**
Financial awards are any grantor 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 undergraduates 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 a semester basis) extendable to amaximum 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 onesemester.
The exchange programmemust be academic in nature and acknowledged by a formal agreement through LUMS. The international exchange programme must be between LUMS and a university, NOT betweenLUMS and a company OR corporation.

**Graduate Student**

A student who is admitted and is pursuing a Masters or PhD level programme at LUMS.

**Graduate**

Student 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 thats/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 agraduation 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 initiativessupported by LUMS.

**Internship**

The internship is an important practical experience that allows students the opportunity to synthesize their in-class academic learning with real-world organizational practice. An 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 sessions are usually scheduled to complement 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 an 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 details 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 astudent (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 whichare 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 ofa 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 ofan academic semester.

**Minor**
Study/qualify in a subsidiary subject which could beadjacent 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 prospectivestudents to get oriented withthe 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 training, 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 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.

**Petition**
A formal leave request for a missed graded instrument in a course due to extenuating circumstances

**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 mustbe met, in order to be eligibleto enroll in a course. This mayinclude 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 interestedin 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 of 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/associateis a researcher employed, often on a temporary contract, by LUMS for the purpose of assisting in academic research. Assistant is usually a junior levelposition 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 individualized 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 andother related activities e.g. assigning majors and swapping or changing themsubsequently, posting of grades etc. RO also serves as the transparent implementer of approved University policiesand 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 (SpecializationCumulative 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 andtrainer/faculty discussinformation on a chosentopic.

**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 PointAverage)**
Sum of all grade points divided by total credit hours attempted in a particular semester.

**Student**
An individual who is pursuingan undergraduate, graduateor postgraduate degree atLUMS.

**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/heprovides teaching supportand is responsible to grade, monitor/invigilate, lead lab(s) and/or discussion sessions, recitations and tutorials. A TAis required to work during specified office hours in orderto 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 inventoryof the courses taken, grades obtained, CGPA and credit hours earned by a student throughout his/her academiccareer.

**Transfer Student**
A student who was initially enrolled in another accredited institution and after following the Universitydefined process is admitted toLUMS.

**Unauthorized Withdrawal**
Withdrawal of a student fromthe University/Semester onhis/her own will but withoutfollowing a formal procedure.

**Undergraduate TA**
Undergraduate TA is an activeundergraduate student at LUMS, who can take a maximum workload of 20 hours per week. The minimum cumulative GPAavailable in Zambeel must be equal to or greater than 3.2 (Candidates having semester GPA greater than 3.2 and Cumulative GPA less than 3.2cannot be considered for TA- ship).
'An Undergraduate TA'sresponsibility is to provide assistance and mark minor course instruments (e.g. quizzes, MCQs, Lab reports etc.) 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 AcademicHonours and Awards**

University Academic Honours are bestowed as recognition of outstanding academic achievement and to further encourage sound scholarship. They are awarded to every undergraduate student attaining the required proficiency. For some awards, students also receive certificates.

**University CoreRequirements**

The core curriculum is the setof common courses required to be successfully completed by all undergraduate studentsirrespective of their allocatedmajor.

**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 follow a formal procedure. This could be categorized as withdrawal from the 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 notprovided in a sealed and stamped envelope.In case an official transcript isopened, and the seal is broken, then it should also betreated 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 join 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, Fall 2017 & Spring 2018. If a student joins the programme in Fall 2017- 2018 or *Spring 2017-2018 (*only in case of transferstudents), 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 graduate. 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.



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