It is an honour to introduce the Executive MBA Programme at the Suleman Dawood School of Business (SDSB). The Executive MBA at SDSB is designed for mid-career executives aiming to advance their knowledge and skills to gain a deeper understanding of the business environment.

Executive MBA candidates bring diverse professional backgrounds and experiences to the class which helps promote collaborative learning. The EMBA programme is an opportunity to join an elite forum for innovation and leadership, in which mid-career executives develop an edge in their management capabilities and build a network and connection with LUMS that lasts a lifetime. If you have the ability, the enthusiasm and the motivation to work hard, then we want to hear from you.

Asad Alam
Programme Director and Professor
Suleman Dawood School of Business (SDSB)
LUMS connects you to the most relevant industry leaders in Pakistan. Learn from faculty that has revolutionised business practices in Pakistan, through their teaching and research. Gain unparalleled access to dynamic companies and leaders in Pakistan and around the world. Leverage a 27,000+ strong alumni network that impacts the global marketplace. The LUMS Executive MBA Programme provides you with a transformative experience, with minimal disruption to your career.

THE LUMS EMBA ADVANTAGE

- You do not have to put your career on hold to earn the degree
- Most EMBA students have advanced their careers during the programme or upon graduation
- Students learn from globally recognised faculty and the industry experience of their cohort peers
- EMBA prepares you for the next level of leadership
- This degree is an excellent investment in your future. It is also a wise investment for your employer
- The solid, general management core courses help you bring new ideas and skills to your workplace and put them to work right away
- Maintain work-life balance with only three courses at a time
- On-campus classes are held every alternate Saturday and Sunday to minimise required time out of office
- Highly experienced classmates with an average of 13 years of work experience
- Faculty with strong industry linkages, who have received global recognition for their research

SUPPLEMENTED THROUGH A COHORT LEARNING APPROACH

ENRICHED BY A LIFELONG PROFESSIONAL COMMUNITY
The LUMS Executive MBA prepares individuals to impact change. It is designed for working professionals to help them move their career forward.

Executive MBA classes are designed in such a way that busy working professionals can earn an EMBA with minimal disruption to their professional and personal lives. Over the course of 22 months, students earn credits by attending classes on Saturdays and Sundays every alternate weekend.

The LUMS EMBA focuses on collaborative and applied learning. You will engage in team-based learning in small groups, featuring a complementary mix of professionals and experts. Most of our students have considerable work experience and each student entering the programme brings a unique perspective to the classroom.

Our faculty and guest speakers bring the latest research and cutting edge business practices to the class. The strategic leadership curriculum is specifically designed for experienced, highly motivated executives and leaders.

- **CASE METHOD OF TEACHING SUPPLEMENTED WITH COMPUTER BASED EXERCISES AND SIMULATIONS**
- **EXTENSIVE USE OF DISTANCE LEARNING AND A VIRTUAL UNIVERSITY SYSTEM THROUGH E-MODULES**
- **FIELD VISITS AND GUEST SPEAKER SESSIONS FOR A HOLISTIC AND AN INTEGRATED PERSPECTIVE**
- **GLOBALISATION MODULE TO ENHANCE INNOVATION AND AN ENTREPRENEURIAL MINDSET**
A TRANSFORMATIONAL EXPERIENCE

Our approach to leadership development will make you bring out the very best in yourself and your team. We emphasise the principles of general management, which prepare managers to lead any part of an organisation or to lead across departments.

COLLABORATIVE APPROACH TO LEARNING

Students having complementary skills are paired in study groups; for example, a student with very strong quantitative skills may be paired with someone having excellent negotiations skills.

PROGRAMME DESIGN

The programme is spread over 22 months, which includes 4 week-long sessions (two week-long sessions in the first year, one after the end of the first year during summers for the globalisation module and the last week-long session at the end of the second year for EMBA project presentations) and 36 weekends. The regular sessions are held on alternate weekends every month.

The programme is divided into the following modules:

- Business Fundamentals
- Managing Operations and People
- Cost, Value and Innovation Management
- Law and Entrepreneurship
- Managing the Future

SUMMER ORIENTATION PROGRAMME (SOP)

The SOP provides essential subject knowledge needed to prepare you for the challenges of competitive coursework and case method of teaching. The SOP is not graded but successful completion of the programme is a prerequisite for EMBA.

The SOP prepares you for regular EMBA classes by providing the basic framework in the following modules:

- Business Mathematics
- Introduction to Financial Accounting
- Interpersonal Skills
- Introduction to the Case Method
PROGRAMME STRUCTURE

**YEAR 01**

<table>
<thead>
<tr>
<th>Distance Learning Module 1</th>
<th>SOP + Business Fundamentals Module 1</th>
<th>Distance Learning Module 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Harvard Business School Online Courses</td>
<td>August – November</td>
<td>November – December</td>
</tr>
<tr>
<td><strong>July – August</strong></td>
<td><strong>August – November</strong></td>
<td><strong>November – December</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Managing Operations and People Module 2</th>
<th>Distance Learning Module 3</th>
<th>Cost, Value and Innovation Management Module 3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>November – March</strong></td>
<td><strong>March – April</strong></td>
<td><strong>April – June</strong></td>
</tr>
</tbody>
</table>

**YEAR 02**

<table>
<thead>
<tr>
<th>Cross Cultural and Globalisation Module</th>
<th>Law and Entrepreneurship Module 4</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Summer</strong></td>
<td><strong>August – December</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Managing the Future Module 5</th>
<th>EMBA Project</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>January – April</strong></td>
<td><strong>October – May</strong></td>
</tr>
</tbody>
</table>

EXECUTIVE MBA PROGRAMME COURSES

**Online Courses**
- Managerial Communications
- Spreadsheet Modelling
- Quantitative Methods
- Mathematics for Management
- Financial Accounting
- Finance

**Core Courses**
- Understanding Financial Statements
- Problem Solving and Decision Making
- Marketing Management
- Managerial Economics
- Operations and Supply Chain Management
- Managing People
- Managerial Finance
- Innovation and Technology Management
- Managerial Accounting and Control Systems
- Business/Corporate Strategy
- Business Law and Corporate Governance
- Leading Organisations
- Corporate Finance
- Venture Creation and Corporate Entrepreneurship
- Islamic Ethics
I took up a project which I thought would help me and my organisation. My project was related to the exploitation of coal in Thar and its utilisation beyond just burning for power. My organisation appreciated my efforts, since the project was in sync with its long-term vision. My teammate and I travelled to Thar to extensively develop a concept of conversion of a fertilizer plant to coal. We had to interview a number of skilled people and organisations already working in Thar. We developed cost models to evaluate the returns. We assessed the risks and outlined the mitigation techniques. The project enhanced my management skills by forcing me to interact with total strangers, organising my work into measureable milestones, making repeated presentations and conducting sessions with my professors and supervisors. Travelling to Thar was a unique learning in itself, which gave me confidence that the project is not just paperwork but is actually doable. I had to use tools for financial modelling, which I had never done before. The model we worked on is still in my use and I am applying it to test almost all kinds of projects that I come across. I am proud of the fact that my EMBA project was relevant enough to bring about change in the lives of people in Thar.

Syed Aamir Abbas
LUMS takes a ‘fundamentals first’ approach to its Executive MBA curriculum. Students take courses that provide a strong foundation for management in different roles.

**CLASS PROFILE**

**CLASS OF 2018**

<table>
<thead>
<tr>
<th>Academic Background</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telecommunication</td>
<td>8</td>
</tr>
<tr>
<td>Engineering</td>
<td>44</td>
</tr>
<tr>
<td>Accounting/Finance/Business</td>
<td>24</td>
</tr>
<tr>
<td>Computer Science</td>
<td>12</td>
</tr>
<tr>
<td>Others</td>
<td>12</td>
</tr>
</tbody>
</table>

**Demographics**

| Average Age                          | 37 |
| Average Experience                   | 13 |
| Average GMAT Score                   | 460|

Executive MBA students can immediately put into practice the concepts learnt in class since they work full-time while earning their degrees.

**FUNDAMENTALS FIRST APPROACH**

LUMS takes a “fundamentals first” approach to its Executive MBA curriculum. Students take courses that provide a strong foundation for management in different roles.

**DISTANCE LEARNING**

The Executive MBA participants have to stay connected with the faculty through distance learning while off-campus. This connection is facilitated through the Information System Technology (IST) Department at LUMS which centrally supports the LUMS Learning Management System (LMS). The LMS allows each participant, a dedicated Academic Resource Centre on the web. Participants have access to several e-modules, course related activities and resources. These include course material, discussion boards and online course assessment tools.

LUMS EMBA is demanding, but the faculty and support provided is excellent. You have to be competitive and dynamic in the class, because the calibre of fellow students is very high. I have become more confident after joining this programme as it truly adds value to my career. Also, I am happy to be the first Chinese EMBA student at LUMS!

DA FU
EMBA 2018
Deputy Director,
Sales and Distribution
Zong CMPak Ltd.
EMBA participants learn firsthand about international business practices, competitive markets, and complex environments through the global learning experience. Last year, the EMBA class of 2017 visited Silicon Valley to learn the ropes of Entrepreneurship from the gurus of start-ups at Silicon Valley. Naeem Zafar, who teaches entrepreneurship at UC Berkeley and Brown University and is also a serial entrepreneur, having started his own business at the age of 26, was the instructor of the course.

The LUMS EMBA entrepreneurship courses are designed to develop an entrepreneurial mindset and enable participants to develop their own toolkit to overcome the myriad challenges they might face in creating a scalable business. The mindset and toolkit is useful for those who want to launch or join a start-up as well as those who seek to innovate within a large company.

GLOBALISATION MODULE

Global Learning Experience

EMBA participants engage with individuals from diverse backgrounds, who bring different perspectives and experiences that will challenge their own. This collaborative approach to learning provides an enriching experience and encourages the creation of a culture reflective of the global world we live in.

I believe that the LUMS EMBA is the perfect choice for anyone who wants to make headway in his or her career. This programme will push you to discover your true potential and challenge yourself. This programme truly helps you expand your view of the world and is nothing short of a blessing for anyone wanting to give his or her career a boost.

ASAD HAMEED
EMBA 2007
Country Head, Learning and Development, Summit Bank Ltd.
PARTNER/SPONSORING ORGANISATIONS

- National ICT R&D Fund
- PTCL
- Zong
- C4I Directorate, GHQ
- GE Energy
- Hitech Networks (Pvt.) Ltd.
- Sharif Feed Mills (Pvt.) Ltd.
- Drakken (Pvt.) Ltd.
- HBL (Barclays Bank PLC)
- Engro Foods Ltd.
- Descon Oxychem Ltd.
- International Resource Group (IRG)
- Atlas Honda Ltd.
- Beaconhouse School System
- Rausing Executive Development Centre, LUMS
- Siemens Pakistan Engineering Company
- Service Sales Corporation (Pvt.) Ltd.
- Warid Telecom
- Adsells Advertising
- NetSol Technologies
- ChenOne
- Fauji Foods

ADVANTAGES FOR SPONSORING ORGANISATIONS

- Improve your organisation’s productivity, performance and profitability by increasing the effectiveness of key managers
- Retain and motivate high achievers in your organisation
- Develop a pool of sophisticated leaders who will enable your organisation to take on global challenges
- Invest in employee development
- Keep abreast of the globally renowned practices and the skill set required to combat the challenges of an expanding business

YOUR LIFELONG PROFESSIONAL COMMUNITY

More than 27,000 loyal alumni make up the LUMS global network

As an EMBA participant, you will immediately have a strong connection to professionals all over the world, including top executives at leading national and international firms, successful entrepreneurs, community leaders and passionate industry volunteers.

Engage with world-renowned faculty members

Students are encouraged to engage directly with 194 PhD faculty members at LUMS, including research experts and industry professionals, to form a collaborative learning experience in which students and faculty draw upon their unique industry experiences and perspectives.
LUMS is also a networking hub for its EMBA participants. As an EMBA participant, you are constantly networking with the MBA students, alumni, the corporate world and senior faculty members. The LUMS Centre for Entrepreneurship (LCE), set up as an independent centre under the LUMS umbrella, aims to provide strong support to entrepreneurs as the country’s most comprehensive experiential development platform. It formalises the process of scouting, grooming and facilitating passionate start-up founders. As an EMBA participant you are eligible to avail all the services and advantages the centre provides.

The SDSB faculty engages in cutting edge research in all major fields of business studies. This research benefits the larger public, especially managers, executives, entrepreneurs and policymakers. These insights emerge from pioneering research conducted by the SDSB faculty and published in the world’s leading academic journals and case hubs. Our teaching is supplemented by most practically relevant lessons from such research. SDSB facilitates knowledge sharing and dialogue between the academia and the industry, thereby bringing LUMS one step closer to its goal of creating synergy between theory and practice.

The LUMS EMBA allows students to develop new skills and capabilities. This changes the way they approach business problems thus enhancing their leadership skills.

The Executive MBA participants have the option to avail accommodation facilities at the Rausing Executive Development Centre (REDC) for the term, if necessary. Residence at the REDC is a single room accommodation equipped with STD/ISD services along with computing facilities.

Gad and Birgit Rausing Library at LUMS offers advanced systems and technologies for its users. The library allows free and secure access to library catalogues and its full text resources through a web interface called iPortal. It also provides access to more than 35,000 online journals.
ON-CAMPUS FACILITIES

Syed Maratab Ali Sports Complex
The Syed Maratab Ali Sports Complex at LUMS offers an ideal environment to carry out sporting activities like tennis, squash, gym, football, volleyball, cricket, basketball and many more.

Super Store and ATM
The campus facilities also include a super store and pharmacy which provides easy access to daily provisions including toiletries, snacks and medicines. There is also a souvenir shop, a photo copier facility and MCB and ABL ATM booths to facilitate the community.

LUMS Coca-Cola Aquatic Centre
The latest addition to the University sports facilities is the LUMS Coca-Cola Aquatic Centre, which is an international standard indoor swimming pool built in line with FINA specifications (25 metres length), operational throughout the year, certified for national and international competitions. LUMS is the only University in Pakistan to house such a facility.

Applicants will be assessed on the following criteria:

- Minimum 16 years of education leading to a Master’s or Bachelor’s* degree from a Higher Education Commission (HEC), Pakistan recognised university
- Performance in the GMAT or GRE (no other admission test scores are valid)
- Work experience (at least 6 years of full-time work experience including four years at managerial level)
- Two letters of recommendation
- Interview performance

Note
- GMAT taken more than five years before the admission deadline will not be considered valid
- The deadline to take GMAT/GRE is May 4, 2018
- If the applicant has taken more than one test, the best score will be considered for application evaluation
- Availability of GMAT/GRE score is mandatory for submission of online admission application
- Applicants who are admitted and join the EMBA programme will get a refund of one GMAT/GRE fee

*Candidates holding only a Bachelor’s degree of less than four years’ duration will be required to produce an equivalence certificate of completion of 16 years of education issued by the Higher Education Commission (HEC), Pakistan

Decisions on admission are made after careful evaluation of all applications. Evaluation for interview calls is carried out based on a combination of factors such as academic track record, performance in GMAT/GRE and work experience.

The Admissions Office will review applications to ensure that requirements are met. Shortlisted candidates will be called in for an interview, after which the final decision will be taken.

We start accepting applications for the new session in November. Applicants continue to be accepted until the class is full. Deadlines for each admission cycle are available on the LUMS website.
FINANCE YOUR EMBA

Participants are encouraged to discuss sponsoring options with their respective organisations.

GROUP DISCOUNTS

LUMS offers group discounts to organisations with multiple employees enrolling in the EMBA programme.

<table>
<thead>
<tr>
<th>No. of accepted participants into LUMS Executive MBA</th>
<th>Discount percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>3–5</td>
<td>15% discount to all participants</td>
</tr>
<tr>
<td>6–10</td>
<td>20% discount to all participants</td>
</tr>
</tbody>
</table>

SPONSORSHIP

EMBA participants are encouraged to seek financial support from their employers in addition to their consent to attend all the course modules. This means that the company agrees to spare the participant from work during on-site sessions to ensure that he/she is available on all class days. The financial support of the participant’s company is a matter that needs to be resolved between the participant and the company itself.

MCB STUDENT PERSONAL LOAN (SPL)

LUMS provides the MCB Student Personal Loan (SPL) facility to EMBA students. Details of the loan can be viewed at: financial-aid.lums.edu.pk/emba-loan-options

I would highly recommend people to join the Executive MBA at LUMS as it will have a positive impact on their careers as well as their personalities. Moreover, you will start loving the place, the people and the instructors in no time!

MOHAMMAD SOHAIL NAWAZ
EMBA 2018
General Manager
Sales and Marketing Division
The executive MBA has been a life-changing experience for me. This degree taught me how professional businesses are run. The case study method exposes students to the challenges faced by larger organisations and how they overcome real time business obstacles. One country, but while interacting in an elite peer group we enhance each other’s knowledge of our respective industries.

SAHAR ATIF
EMBA 2017
Creative Director and CEO
Sahar Atif Design Studio

LUMS EMBA is a rafting and truly transformational experience. It heats you, beats you and moulds you into a leader who is capable of spotting opportunities embedded in issues. The overall academic environment, programme design, curriculum and faculty invites you to think differently, act proactively and cooperate synergistically. It makes you an innovative and creative thinker and an enabler of people in every dimension of your life.

AHSAN UMAR
EMBA 2017
Country Head, Sales & Retail Operations
Service Sales Corporation

At LUMS, I was able to learn and challenge myself and others in an interactive environment. This came through deep analysis, finding solutions, stating my opinions within a limited window of time and then building on it to establish my credibility.

UMER GHUMMAN
EMBA 2014
Head Mobile Phone Division
Samsung Electronics Pakistan Ltd.

It is incredible to have instructors with years of knowledge and get to meet people with diverse industrial experience at one place – that’s what you get at LUMS!

BEENISH SAEED
EMBA 2013
COO
Lahore Pharma

The executive MBA has been a life-changing experience for me. This degree taught me how professional businesses are run. The case study method exposes students to the challenges faced by larger organisations and how they overcome real time business obstacles. One learns not only from the finest faculty in the country, but while interacting in an elite peer group we enhance each other’s knowledge of our respective industries.

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