MONDAY, JANUARY 22

0830 - 0900 Discussion Group: Organisational Behaviour - II

0905 - 1035 ORGANISATIONAL BEHAVIOUR-II
ANWAR KHURSHID

**Topic:** Vision and Mission

**Case:** Fatima Memorial Hospital: PSA Turnaround

**Assignment:**

1. In what ways has the external environment of Fatima Memorial Hospital changed? Should the hospital review and revise its mission and vision? Why or why not?

2. What is your assessment of the challenges faced by FHM management? Do these problems pose any serious threat to the existence or sustainability of FMH? Why or why not?

3. Should the management focus its attention on developing and executing a turnaround strategy for PSA or for the entire Hospital?

4. What would be the differences and similarities in the two approaches? What specific steps would you recommend while designing an implementation strategy?

**Read:**

1. Organisational Alignment: The 7-S Model
2. The Vision Thing *(Optional)*

1035 - 1105 Tea break

1105 - 1135 Discussion Group: Operations Management Technology

1140 -1310 OPERATIONS MANAGEMENT TECHNOLOGY
SYED ZAHOOR HASSAN

**Topic:** OM, Supply and Value Chains – Challenges and Opportunities
**Case:** Rapid Rewards at Southwest Airlines

**Assignment:**

1. Review your Introduction to Micro-Enterprises project from last summer and identify the specific concepts that you have learnt in first semester (especially in OMF) that you can apply to help this micro enterprise. Submit a one page report to ahmadali@lums.edu.pk by 5 pm on Jan. 22, 2018.

2. Review the main concepts that you have learnt during the OMF course (and other courses including the SEED experiential learning experience) in the first semester. Which of these concepts may be useful in analyzing the current situation at Southwest Airlines? Make a list.

3. What are the key stakeholders in Southwest Airlines value chain? How has Southwest Airlines positioned itself in this value chain?

4. Should Southwest save low numbered boarding cards for its most frequent fliers? What is the key motivation for your opinion? What are the tradeoffs that Southwest must consider in making this decision?

5. Should Southwest allow its most frequent fliers that have missed their flight to take the next available flight with an empty seat or should these customers have to wait for the next available flight with an empty seat within the same fare class? What drives your decision?

6. What are Southwest’s sources of competitive advantage?

7. Consider how you might determine the economic importance of frequent fliers.

8. In what instances do you advocate firms offer tiered or differentiated services to its different categories of customers? What guidelines do you propose firms use in making this decision?

**Read:** Flying High, Landing Low: Strengths and Challenges for US Air Transportation

1310 - 1435 Lunch break

1435 - 1505 Discussion Group: Managerial Economics

1510 - 1640 **MANAGERIAL ECONOMICS**

**TANVEER SHEHZAD**

**Topic:** Demand and Supply
Case: Maple Tree Accessory Shop

Assignment:

1. How would you describe the cost structure of maple?
2. Is it a profitable project?
3. When should maple close their business in the short run?
4. When should maple close their business permanently?

Read: Determining Relevant Revenues: Understanding the Buyer

TUESDAY, JANUARY 23

0830 - 0900 Discussion Group: Managerial Accounting and Control

0905 - 1035 MANAGERIAL ACCOUNTING AND CONTROL
AYESHA BHATTI

Topic: Cost Accounting Fundamentals

Case: Nirala: The Cost Question

Assignment:

1. What cost information does Faisal need? Why?
2. How should such information be obtained?

Read:

1. A Brief Introduction to Cost Accounting
2. Accounting for Indirect Costs

Tea break

1105 - 1135 Discussion Group: Financial Management I

1140 - 1310 FINANCIAL MANAGEMENT-I
SYED MUBASHIR ALI

Topic: Overview of Financial and Fiduciary Responsibility

Case: Ben and Jerry’s Homemade

Assignment: Be prepared to discuss the case and readings.
Read: B&E Chapters 1, 2 and 3

1310 - 1435 Lunch break

1435 - 1505 Discussion Group: Operations Management Technology

1510 - 1640 **OPERATIONS MANAGEMENT TECHNOLOGY**
SYED ZAHOOR HASSAN

**Topic:** OM, Supply and Value Chains – Challenges and Opportunities

**Case:** McDonald’s Corporation

**Assignments:**

1. Which characteristics of McDonald’s production system have been most important in building its record of success and growth?

2. What are the primary new challenges that McDonald’s faces in 1990s? How should it adopt to address these challenges?

3. How would you compare McDonald’s with Benihana (that we studied in OM last semester) in terms of their strategy and key elements of their operating systems? What are the similarities? Differences?

4. How should McDonald’s respond to Burger King’s October 1st announcement?

5. Did you find any company during your PEARL experience that can learn from how McDonald’s conducts its business and has set up its operations? Please be specific.

**WEDNESDAY, JANUARY 24**

0830 - 0900 Discussion Group: Organisational Behaviour - II

0905 - 1035 **ORGANISATIONAL BEHAVIOUR-II**
ANWAR KHURSHID

**Topic:** Types of Organisational Structures

**Case:** Appex Corporation

**Assignment:**

1. What are the challenges that Shikhar Ghosh faced when he joined Appex?
2. Evaluate the importance of each of the structural changes be implemented. How important were they? What problems did each new structure did address? What problems, in turn, did it create?

3. What would you have done is Shikhar’s place? Were all the changes in structure necessary? How would you address the challenges that Appex is confronting by the end of the case?

Read: Note on Organisation Structure

1035 - 1435 Break

1435 - 1505 Discussion Group: Managerial Economics

1510 - 1640 MANAGERIAL ECONOMICS  
TANVEER SHEHZAD  

Topic: Price Support Systems

Read:  
1. Price Interventions – Guaranteed Support Price  
2. Rural Incomes: Why Farm Prices are Now More Prone to Falling than to Rising  
3. What to Expect in 2018 From the Farm Sector: Prices Could Hold key to Several Political Fortunes

Assignment:  
1. What factors affect supply of crops in Pakistan?  
2. What factors affect demand of crops in Pakistan?  
3. How market price of crops should be determined?  
4. Do you think Guaranteed Support Price system in Pakistan intrinsically flawed?

THURSDAY, JANUARY 25

0830 - 0900 Discussion Group: Managerial Accounting and Control

0905 - 1035 MANAGERIAL ACCOUNTING AND CONTROL  
AYESHA BHATTI  

Lecture and exercises; Discussion of readings
Read:
1. A Brief Introduction to Cost Accounting
2. Accounting for Indirect Costs

1035 - 1105  Tea break

1105 - 1135  Discussion Group: Financial Management I

1140 - 1310  FINANCIAL MANAGEMENT-I
              SYED MUBASHIR ALI

Topic: Fiduciary Responsibility and Financial Management

Cases:
1. Ethics in Finance
2. Norway Sells Wal-Mart

Assignment: Be prepared to discuss the case and readings.

FRIDAY, JANUARY 26

0900 - 1300  ENTREPRENEURSHIP: TOOLS & TECHNIQUES
              FARRAH ARIF/M SHEHRYAR SHAHID

Topic: Entrepreneurial Traits, Motivations, Fears and Decision Making

Case: JBNJaws Productions: Decoding the Entrepreneurial DNA

Assignment:
1. Having read the case study, what is it that makes entrepreneurs entrepreneurial? In other words, is there anything like the ‘entrepreneurial DNA’, how will you characterize it?
2. What sort of motivations does (should) one need to be an entrepreneur?
3. After analysing the entrepreneurial journey presented in the case study, what can one infer about the process of entrepreneurship?
4. Would JBNJAWS Productions be as successful as it is, had it been an individual pursuit of JB or Sarfaraz?