MONDAY, MARCH 05

0830 - 0900 Discussion Group: Organisational Behaviour - II

0905 - 1035 ORGANISATIONAL BEHAVIOUR-II
ANWAR KHURSHID

Topic: Dealing with Resistance to Change

Case: The Challenge of Change at Teradata Global Consulting Centre (GCC) Pakistan (A and B)

Assignment:

1. Did GCC Pakistan really need an ISO 27001 Certification? Why or why not? Was the timing right?

2. Why was there resistance from the line managers and their teams? What could have been done to deal with the resistance during the change process?

3. What were some of the strengths and weaknesses in the way the certification effort was rolled out?

4. What could have been done differently by Arsalan and Altaf to make the change process smoother?

Read:

1. Decoding the Resistance to Change
2. Implementing Change

1035 - 1105 Tea break
1105 - 1135  Discussion Group: Operations Management Technology

1140 -1310  OPERATIONS MANAGEMENT TECHNOLOGY
SYED ZAHOOR HASSAN

Topic: Innovation, Platform and Network Economy Business Models, and Operations Strategy

Case: Los Grobo – Farming’s Future

Assignment:

1. What advantages or capabilities does the network provide Los Grobo that it could not achieve otherwise?

2. How does Los Grobo control the network without owning or employing its elements?

3. Isn’t network strategy riskier than an ownership one? How has Los Grobo addressed the related risks?

4. Should Los Grobo expand into other countries? Will the network work across national boundaries?

5. Can you think of a similar organisation in Pakistan? What would be the challenges for an organization in Pakistan to be set up like Los Grobo?

6. How would you compare Los Grobo with the earlier cases that we have studied and do a comparative analysis with at least one case which has significant similarities and one case that indicates a very different approach to operations?

7. Submit your final report on the Micro Enterprise project (details to be provided later) by **06:00 pm Tuesday, March 6, 2018** to ahmadali@lums.edu.pk.

Read:  The Dawn of E-lance Economy

1310 - 1435  Lunch break
1435 - 1505  Discussion Group: Managerial Economics

1510 - 1640  **MANAGERIAL ECONOMICS**
TANVEER SHEHZAD

*Topic*: Economics and Strategy

*Case*: Judo in Action

**Assignment**:

1. Who has a competitive advantage? Entrant or Challenger in each caselet?

2. In Softsoap and the red Bull cases, what kept the incumbents from fighting back aggressively?

3. How can optimal price be determined when pricing wars are eliminated?

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**TUESDAY, MARCH 06**

0830 - 0900  Discussion Group: Managerial Accounting and Control

0905 - 1035  **MANAGERIAL ACCOUNTING AND CONTROL**
AYESHA BHATTI

*Topic*: Management Control Systems

*Case*: Enager Industries, Inc.

**Assignment**: Questions in the case.


1035 - 1105  Tea break

1105 - 1135  Discussion Group: Financial Management-I

1140 - 1310  **FINANCIAL MANAGEMENT-I**
SYED MUBASHIR ALI

Review Session

**Read**: Assigned Chapters Covered.
Assignment: Reflect on the course so far and be prepared for a discussion.

WEDNESDAY, MARCH 07

1105 - 1135 Discussion Group: Operations Management Technology

1140 - 1310 OPERATIONS MANAGEMENT TECHNOLOGY
SYED ZAHOOR HASSAN

Topic: Innovation, Platform and Network Economy Business Models, and Operations Strategy

Case: The Dabbawala System: On-Time Delivery Every Time

Assignment:

1. How does the dabbawala organisation achieve its high service performance? What is its secret for success? Compare it to the Toyota Production System.

2. Why do world-class companies like FedEx study the dabbawala system? What do they expect to learn?

3. A consultant wants to move the dabbawala system into the twenty-first century and proposes several changes. What could be these changes?

4. How should Raghunath Medge respond to the consultant:
   a. Stop the consultant immediately.
   b. Accept some of the changes. Provide a list of examples of what you would change along with the related reasons.

5. Make a list of the main learnings from OMT. Which of these concepts you can apply to your own person? Provide related details and reasons.

1310 - 1435 Lunch break

1435 - 1640 MANAGERIAL ECONOMICS
TANVEER SHEHZAD

Presentations
THURSDAY, MARCH 08

0830 - 0900  Discussion Group: Managerial Accounting and Control

0905 - 1035  MANAGERIAL ACCOUNTING AND CONTROL
              AYESHA BHATTI

              Topic: Management Control Systems

              Case: Citibank: Performance Evaluation

              Assignment:

              1. Why has Citibank introduced a performance scorecard?

              2. Assume that you are Liza Johnson, Complete Exhibit (I to evaluate Jam’s performance).

              Read: Chapter 20, “Strategy, Balanced Scorecards and Incentive Systems”, pp. 826-842

1035 - 1130  Break

1130 - 1600  ORGANISATIONAL BEHAVIOUR-II
              (Double Session)
              ANWAR KHURSHID

              Topic: Implementing Change

              Exercise: EIS Simulation

              Venue: Programming Studio Lab (Ground Floor, SSE)

              Read:

              1. Cracking the Code of Change

              2. EIS Simulation User Manual (Optional)

FRIDAY, MARCH 09

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

              Topic: My Startup BMC Presentations

              Presentations: BMC

              Assignment: Students will learn about each other’s business model and provide constructive feedback.