MONDAY, SEPTEMBER 11

0830 - 1000  FINANCIAL INSTITUTIONS
SAMIR AHMED

Topic: Global Commercial Banking
Case: Building a Wholesale Banking Capability
Read: Note on the Banking Industry

1000 - 1030  Tea break

1030 - 1200  THE BUSINESS OF ENTERTAINMENT
NABEEL SARWAR

Topic: The Movie Business
Case: The Walt Disney Studios
Assignment:

1. What are the advantages and disadvantages of pursuing a tentpole strategy?

2. Would you change anything in Disney’s current strategy, such as, the number of tentpole films, the mix between new and existing properties, not enlisting financing partners?

3. What are the different stages of the film development and marketing process at Disney? How can risks be minimised and odds of success maximized in this process?

Read: What Types of Low-Budget Films Break Out?

1200 - 1230  Break
1230 - 1400  STRATEGIC MANAGEMENT OF NON-PROFIT ENTERPRISES
EHSAN UL HAQUE

**Topic:** Role of the Board

**Read:**

1. The Non-profit Board of Directors
2. Charting the Territory of Nonprofit Board

**Assignment:** Be prepared to discuss the readings in class.

1400 - 1730  Break

1730 - 1900  CONSUMER ANALYTICS
FARRAH ARIF

**Topic:** Perception and Factor Analysis 1

**Exercise:** Toothpaste Attribute Rating

**Assignment:** Come prepared with the toothpaste attribute rating exercise – p. 575.

**Read:**

1. Book Chapter - Factor Analysis
2. Factor Analysis Exercise

**TUESDAY, SEPTEMBER 12**

0830 - 1000  CORPORATE FINANCE
FAZAL JAWAD SEYYED

**Topic:** Risk, Return and Cost of Capital

**Case:** Engro Fertilizers Limited – Cost of Capital

**Read:**

1. B&E Ch.6: Risk and Return
2. Note: Multifactor Models, 2007

1000 - 1030  Tea break
1030 - 1200  STRATEGY & MANAGEMENT IN DEVELOPING ECONOMIES
SYED ZAHOOR HASSAN

**Topic:** Challenges in Launching a Social Entrepreneurship Initiative

**Case:** Nuru Energy (A)

**Assignment:**

1. How did Sameer Hajee identify the opportunity that led to the launch of Nuru Energy?

2. What challenges Nuru Energy team faced in designing for the base of the pyramid? How did they address these challenges?

3. What factors influenced the way the business model of Nuru energy was initially conceived, and later adopted for different markets?

4. What advice would you give to Sameer Hajee related to the challenges that he faces now?

5. Be prepared to discuss the readings.

**Read:**

1. Social Entrepreneurship – The Case for Definition
2. Making Social Ventures Work
3. KP Ch. 2: Spotting and Responding to Institutional Voids *(review)*
4. KP Ch. 7: The Emerging Arena *(review)*

1200 - 1230   Tea break

1230 - 1400  SUPPLY CHAIN MANAGEMENT
ARIF I RANA

**Case:** Ford Motor Company: Supply Chain Strategy

**Read:** The Power of Virtual Integration: An Interview with Dell Computers

1400 - 1500   Lunch break

1500 - 1630  SALES FORCE MANAGEMENT
M LUQMAN AWAN

**Topic:** Selling and Sales Force Management Fundamentals
Case  Telenor Pakistan Selling Mobile Accounts

Assignment:

1. What are the differences between Over the Counter (OTC) and Mobile Accounts (MA)? Why MA’s are important for TP in changing business environment?

2. Elaborate current Sales approach of Telenor Pakistan, what is changing in environment?

3. Why Territory sales supervisors are not successful in selling Mobile Accounts specifically? Will you label them as hunters or farmers?

4. How important is the role of Retailers in TP Go to market strategy, what are different approaches TP is using to retain them. Why retailers are not successful in selling Mobile accounts?

5. Why and how TP launched MASO’s?

6. Discuss pros and cons of proposed options for MASO’s future.

Read: The Ultimately Accountable Job: Leading today’s Sales Organisation

1630 - 1715  Break

1715 - 2015  NEGOTIATION SKILLS
   (Double Session)
   GHUFRAN AHMAD

Topic: Integrative Negotiations

Exercise: To be provided in class

Read: Win-win Negotiation: Expanding the Pie

Assignment: Prepare for the session by reading the assigned material(s) and responding to the following questions:

1. How can you identify an integrative negotiation?

2. What strategies you can use to create value while negotiating?

3. How can you use logrolling effectively during negotiations?
4. How can you add issues and focus on maximizing value during negotiations?

5. What are the benefits of contingency contracts?

6. What factors you need to consider while preparing for an integrative negotiation?

7. What factors you need to consider while executing an integrative negotiation?

**WEDNESDAY, SEPTEMBER 13**

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
</tr>
</thead>
<tbody>
<tr>
<td>0830 - 1000</td>
<td><strong>FINANCIAL INSTITUTIONS</strong>&lt;br&gt;SAMIR AHMED</td>
</tr>
<tr>
<td></td>
<td><strong>Topic:</strong> Banking Industry in Pakistan</td>
</tr>
<tr>
<td></td>
<td><strong>Case:</strong> Up for Sale: The Royal Bank of Scotland, Pakistan in 2010</td>
</tr>
<tr>
<td></td>
<td><strong>Read:</strong> The Banking Sector in Pakistan: 2000-2009</td>
</tr>
<tr>
<td>1000 - 1030</td>
<td>Tea break</td>
</tr>
<tr>
<td>1030 - 1200</td>
<td><strong>THE BUSINESS OF ENTERTAINMENT</strong>&lt;br&gt;NABEEL SARWAR</td>
</tr>
<tr>
<td></td>
<td><strong>Topic:</strong> The Movie Business</td>
</tr>
<tr>
<td></td>
<td><strong>Case:</strong> Excel Entertainment</td>
</tr>
<tr>
<td></td>
<td><strong>Assignment:</strong></td>
</tr>
<tr>
<td></td>
<td>1. What is the role of cinema in our lives?</td>
</tr>
<tr>
<td></td>
<td>2. Is Excel a successful firm? If so, what is its strategy for success? If not, why not?</td>
</tr>
<tr>
<td></td>
<td>3. In exploring self-policing, is Excel doing the right thing or the smart thing? Is there a way to be right and smart?</td>
</tr>
<tr>
<td></td>
<td><strong>Read:</strong> Film Industry Value Chain</td>
</tr>
<tr>
<td>1200 - 1230</td>
<td>Break</td>
</tr>
</tbody>
</table>
1230 - 1400  
**STRATEGIC MANAGEMENT OF NON-PROFIT ENTERPRISES**  
EHSAN UL HAQUE  

**Topic:** Role of the Board  

**Case:** A Business Leader’s Involvement in the Improvement of Education  

**Assignment:**  
1. Why is the CMM so successful?  
2. What should Aguila do regarding the management and board succession issues?  
3. What should Aguila do about the Sex Education Program controversy?  

**Read:** When a Business Leader Joins a Nonprofit Board  

1400 - 1730  
Break  

1730 - 1900  
**CONSUMER ANALYTICS**  
FARRAH ARIF  

**Topic:** Perception and Factor Analysis 2  

**Case:** Everyday Tea Whitener  

**Assignment:** Questions are given in the case.  

---  

**THURSDAY, SEPTEMBER 14**  

0830 - 1000  
**CORPORTATE FINANCE**  
FAZAL JAWAD SEYYED  

**Topic:** Capital Budgeting: Evidence from the Field  

**Case:** Victoria Chemicals plc (A): The Merseyside Project  

**Read:**  

1000 - 1030  
Tea break
**Topic**: Scope of the Firm in Developing Economies

**Case**: K&N’s: Health and Happiness for Pakistan

**Assignment**:

1. Do you agree with the view expressed in the case that “K&N’s was a world class poultry firm”?

2. How can Khalid and Adil best achieve their ambition to increase the proportion of processed value-added chicken sold in Pakistan? What key institutional voids do they face in these efforts? How have they attempted to address these voids?

3. Does K&N’s have the capabilities needed to grow in international markets in either of the ways the Sattars are considering? If yes, then which of the ways do you recommend? Why?

4. K&N’s was established to provide safe and healthy chicken to improve the lives of the people of Pakistan. Are its current plans for growth consistent with that ambition?

5. Investigate as to what extent various elements of K&N strategy have changed since this case was written. What factors related to the challenges and opportunities specific to developing economies have influenced these changes.

6. Be ready to discuss readings.

**Read**:

1. SSP Ch. 6: Industry Analysis
2. Scope of the Corporation
3. Growth Outside the Core
4. The Four Box Business Model (Review)
Assignment:

1. As Jim, which representatives in your district would you retain, and which would you fire if you had to decide in February of 2002? Why?

2. In Q1 / 03, Jim’s district was expected to yield in a 30% annual growth, with the same or less resources. As Jim, what would be your next steps in negotiating with your RD and with your representatives? Be prepared to describe a specific 3-point action plan, and to role-play.

3. In Jim’s place, what would you have done about a contributor you considered to be “marginal” such as John Parker? Would you try to reallocate quota/regions to best use him or terminate him and risk not finding another rep to replace him?

4. What would you have done about Eric van Stone? Please explain.

5. As Jim, what would you do, if anything, to improve your relationship with your RD Alice Minnelli? Please explain.

6. As Jim, given his busy schedule and high pressure to perform in fiscal year 2003, how would you allocate the hours in your average day among the many possible activities that could consume your time (recruiting, supporting reps, monitoring sales, going on sales calls, managing upward and lateral relationships, etc.)?

Read:

1. Sales Learning Curve
2. Deployment, Focus, and Measuring Effectiveness

FRIDAY, SEPTEMBER 15

0900 - 1200
(Double Session)

SUPPLY CHAIN MANAGEMENT
ARIF TRANA

Case: The Rooh Afza Game