### MONDAY, OCTOBER 08

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<th>Instructor</th>
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<th>Case</th>
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<td>0830 - 1000</td>
<td><strong>FINANCIAL MARKETS</strong></td>
<td>Samir Ahmed</td>
<td>Financial Market Infrastructure: Credit Rating Agencies</td>
<td>Private Capital and Public Policy: Standard and Poor’s Sovereign Credit Ratings</td>
<td>Credit Rating Agencies</td>
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<td>1000 - 1030</td>
<td>Tea break</td>
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<td>1030 - 1200</td>
<td><strong>BUSINESS STRATEGY</strong></td>
<td>M Shafique</td>
<td>Hypercompetition and Blue Ocean Strategy</td>
<td>Huawei’s Smartphone Strategy</td>
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<td>1200 - 1230</td>
<td>Break</td>
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<td>1230 - 1400</td>
<td><strong>STRATEGIC MANAGEMENT OF NON-PROFIT ENTERPRISES</strong></td>
<td>Ehsan Ul Haque</td>
<td>Strategising and Managing Growth</td>
<td>Akhuwat: Fighting Poverty with Interest-Free Microfinance</td>
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<td>Assignment:</td>
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<td>What are the KSFs of Akhuwat?</td>
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2. Going forward what challenges do you foresee?

3. What strategic advice would you give Dr. Amjad Saqib? Why?

1400 - 1500 Lunch break

1500 - 1630 **CORPORATE GOVERNANCE**

KHALID A MIRZA

**Topic:** State of Corporate Governance (Malaysia)

**Read:** The World Bank’s “Corporate Governance Assessment – Malaysia, June 2005” under the WB/IMF’s ROSC (i.e., Reports on the Observance of Standards and Codes) program

1630 -1715 Break

1715 - 1845 **CONSUMER ANALYTICS**

FARRAH ARIF

**Topic:** Price Sensitivity Analysis

**Case:** Roya Tag and Kit Kat based on previous exercises

TUESDAY, OCTOBER 09

0830 -1000 **STRATEGY & MANAGEMENT IN DEVELOPING ECONOMIES**

SYED ZAHOOR HASSAN

**Topic:** Challenges and opportunities faced by MNCs in developing countries

**Case:** From Mobilink to Jazz and Beyond

**Assignment:**

1. Be prepared to discuss the readings and review the relevant concepts from earlier classes and readings.

2. What are the main aspects of the context and related trends that could impact Jazz and its business prospects? Which of these trends are relevant for the entire telecom industry and which are more specific to developing countries? What aspects specific to the context in Pakistan have a direct impact on Jazz and its strategic choices?

3. How has the strategy at Jazz evolved over the recent years? What factors have triggered the related changes? What has been the impact of this evolution? How is Jazz different now as compared to Mobilink in 2014?
4. As Aamir what are your fundamental choices? What decisions do you need to take now? What dimensions of strategy are going to be impacted?

5. What would you, as Aamir, do to address the issues and questions mentioned in the case? How would you justify your actions to your investors, Vimplecom, and the core senior team at Jazz?

6. Please work in groups of two to prepare a short report (maximum of two pages) that captures what you learn during this session and how this relates to what we have discussed in our earlier sessions. Please submit this report to ahmadali@lums.edu.pk not later than Saturday 13 Oct 2018 (5:00PM).

Read:

1. Hello Operators this is Your Age of Disruption Calling
2. A Future for Mobile Operators

Tea break

THE BUSINESS OF ENTERTAINMENT
NABEEL SARWAR

Topic: Broadcasting, Cable and Streaming

Case: Netflix, Inc.

Assignment:

1. How was Netflix able to disrupt the U.S. home entertainment industry? Describe Netflix’s innovation strategy over time. Also, how did Netflix’s business change over time? How did its business model innovation support its technology strategy?

2. What are Netflix’s core competencies? How can they help Netflix to sustain its competitive advantage? How must its core competencies be honed and modified?

3. Netflix’s growth in the U.S. seems to maturing. How could Netflix increase demand for its services in the U.S.? What other services could Netflix offer to drive future growth?

4. International expansion appears to be a major growth opportunity for Netflix. What challenges does Netflix face by going beyond the U.S. market? What can Netflix do to address some of the challenges encountered when going international? And which international markets should Netflix focus on and why?
**Read:** Disney’s Streaming Service Starts to Come into Focus, The New York Times

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<td>1200 - 1230</td>
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| 1230 - 1400 | **SALES FORCE MANAGEMENT**  
M LUQMAN AWAN  
Wrap up Session |
| 1400 - 1500 | Lunch break                                                              |
| 1500 - 1630 | **CAREER DYNAMICS AND PROFESSIONAL DEVELOPMENT**  
GHUFRAN AHMAD  
Topic: Comparison and Evaluation of Two Potential Employers  
Project 2 Presentations |

**WEDNESDAY, OCTOBER 10**

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<th>Time</th>
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| 0830 -1000 | **FINANCIAL MARKETS**  
SAMIR AHMED  
Project Presentations |
| 1000 - 1030 | Tea break                                                               |
| 1030 - 1200 | **BUSINESS STRATEGY**  
M SHAFIQUE  
Group Presentations on the clusters of Firms |
| 1200 - 1230 | Break                                                                    |
| 1230 - 1400 | **STRATEGIC MANAGEMENT OF NON-PROFIT ENTERPRISES**  
EHSAN UL HAQUE  
**Topic:** Strategising and Managing Growth  
**Case:** BRAC  
**Assignment:** |
|            | 1. Why has BRAC been so successful?                                      |
|            | 2. How do you think the government of Bangladesh views BRAC?             |
|            | 3. What growth strategies should BRAC consider?                          |
Read: Should Non-profits Seek Profits

1400 - 1500 Lunch break

1500 - 1630 CORPORATE GOVERNANCE
KHALID A MIRZA

Topic: State of Corporate Governance (Pakistan)

Read: The World Bank’s “Corporate Governance Assessment – Pakistan, June, 2005” under the WB/IMF’s ROSC program. (See under Session 13 for brief remarks regarding the ROSC program)

1630 -1715 Break

1715 - 1845 CONSUMER ANALYTICS
FARRAH ARIF

Presentations

THURSDAY, OCTOBER 11

1030 - 1200 THE BUSINESS OF ENTERTAINMENT
NABEEL SARWAR

Topic: STARZ PLAY – A Paradigm Shift in Delivering Pakistani Content to Viewers

Guest Speaker: Mr. Arif Baigmohamed, (Chairman, Cinepax Pakistan)

1200 - 1230 Break

1230 - 1400 SESSION WITH THE MBA PROGRAMME DIRECTOR

Session with Dr. Bushra Naqvi (MBA Programme Director)

1330 - 1500 Lunch break

1500 - 1630 CAREER DYNAMICS AND PROFESSIONAL DEVELOPMENT
GHUFRAN AHMAD

Topics:

1. How to Become a High Potential in Early Stage of the Career?
2. How to Have a Fulfilling Career in the Long Term?

Panel Discussion
Read:

1. What High-Potential Young Managers Want?
2. Are You a High Potential?
3. Managing Oneself (reread from session 2)

FRIDAY, OCTOBER 12

0900 - 1100   BUSINESS STRATEGY  
M SHAFIQUE

Continued from BS Session 14

Group Presentations on the clusters of Firms

1100 - 1230   STRATEGY & MANAGEMENT IN DEVELOPING ECONOMIES  
SYED ZAHOOR HASSAN

Topic: Formulating and Executing a Successful Strategy in Developing Economies

Case: LOLC Micro Credit

Assignment:

1. What is ‘microfinance’ and ‘microcredit”? What are the differences between the mico-leasing and group lending sub-sectors within the Sri Lankan microcredit sector?

2. While LOLC Microcredit (LOMC) was still a purely micro-leasing player, what would have been the arguments for and against it expanding into group lending?

3. For a typical low-income customer, what are the pros and cons of trying to get a group loan from a microfinance company versus going to a moneylender?

4. In expanding from micro-leasing to group lending, in what ways did LOMC adapt its business model to ensure continued success even in the new market segment?

5. Despite being a for-profit entity, what makes LOMC so concerned about societal impact? What steps is it taking in this regard, and how can it improve further?

6. What are the big opportunities and challenges LOMC faces in Sri Lanka? How should it prioritize its attention across these?
7. How aggressively should the LOLC group pursue microfinance opportunities in Myanmar? Should Myanmar entity be under LOMC or organized as an independent unit?

8. Is ‘fortune at the bottom of the pyramid’ at mirage or a recipe or for miracle? Be prepared to discuss this dilemma.

**Read:**

1. How Microfinance Really Works
2. Serving the World’s Poor, Profitably
3. Fortune at the Bottom of the Pyramid: A Mirage