Assignments for the week of April 29 to May 03, 2019
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MONDAY, APRIL 29

1030 - 1200 ADVANCE LEADERSHIP AND CHANGE MANAGEMENT
ARIF NAZIR BUTT

**Topic:** Conflict and Collaboration

**Case:** Communication Workbook

**Read:** Harvard Business Review Leaders Handbook

1200 - 1230 Break

1200 - 1400 AGRIBUSINESS AND VALUE CHAIN MANAGEMENT
SYED ZAHOOR HASSAN

**Topic:** Dynamics of Dairy Value Chain

**Case:** Amul Diaries

**Assignment:**

1. What are the main elements of Amul strategy to improve the life and operations of mid-size farmers, small-scale subsistence farmers, and landless farmers?

2. How can Amul maintain and improve its unique cooperatives model, largely sustained by small and landless farmers, as economic forces fundamentally change Indian society?

3. What role will technology play in this very traditional system? Who will provide this technology and train new farmers?

4. How can Amul ensure that dairy interests are prioritised in the government’s domestic, foreign and trade decisions? How can it do so in a non-partisan manner that improves the lives of farmers and their fellow countrymen?
5. What steps can Amul take to join the global economy and become a global player? Cooperatives throughout the global food system are working with other cooperatives to develop new networks. Should Amul be a part of this movement?

1400 - 1500
Lunch break

1500 - 1630
COMPETITION LAW AND POLICY
KHALID A MIRZA

**Topic:** Abuse of Dominant Position - 2

**Read:** Pakistan Steel Mills

1630 - 1715
Break

1715 - 1845
BUSINESS INTELLIGENCE
USSAMA YAQUB

**Topic:** Advanced Topics

**Case:** Have Text will Travel, Can Airbnb Use Review Text Data to Optimise Profits?

**Assignment:**

1. How is analytics defined? Can all organisations compete on analytics? How organisations moved towards analytical competencies?

2. Are analytics shrinking the areas of decision making previously occupied by intuition and gut? What are some examples from business and sports?

3. What value Airbnb offers its customers? What is primary innovation Airbnb has brought to the industry and how does it make money?

4. What is Airbnb good at? How does data influence the different aspects of Airbnb’s business such as customer value proposition, processes, capabilities?

5. How does review sentiment affect a property’s revenue and potential to be rented on Airbnb?

**Read:** The Nature of Analytical Competition
0830 - 1000  **NEGOTIATION SKILLS**  
M GHUFRAN AHMAD  

**Topic:** Mediation  
**Exercise:** To be provided in class.  
**Read:** Intervention Strategy  

**Assignment:**  
1. What role you as a manager or colleague can play in conflict resolution?  
2. Under what conditions the alternatives dispute resolution process is likely to be effective?  
3. What barriers may prevent you from resolving conflicts and negotiating agreements?  
4. How a conflict changes the behaviour of contending parties?  
5. What different mediation techniques you can use and how context may influence the choice of your intervention?  
6. What intervention roles and strategies you may employ while mediating conflicts and what factors may influence the suitability of roles and strategies?

1000 - 1030  Tea break  

1030 - 1200  **HUMAN RESOURCE MANAGEMENT**  
JAWAD SYED  

**Cases:**  
1. Ethics in HR Practices  
2. Organisational Restructuring in a Multinational Subsidiary  
3. Amazon’s Brutal Workplace is an Indicator of an Inhumane Economy  

**Read:** Chapter 5: Ethics and CSR  

1200 - 1230  Break
1230 - 1400  **DIGITAL MARKETING**  
KHAWAJA ZAIN UL ABIDIN  

**Topic:** Digital Product Launch  
Digital Product Launch  

1400 - 1500  Lunch break  

1500 - 1630  **RETAIL MANAGEMENT**  
ARIF I RANA  

**Topic:** Operations: Technology and HR  
**Case:** Stylo Shoes: Role of IT in Growth of Modern Retail  
**Read:** Which Products Should you Stock?  

1630 - 1715  Break  

1715 - 1845  **NEGOTIATION SKILLS**  
M GHUFRAN AHMAD  

**Topic:** Negotiating Extreme Disputes  
**Case:** Mediterranean Textile Company: Negotiating for the Release of Hostages  

**Assignment:**  
1. Assess the gravity of the situation Mr. Usman Khan and MTC are currently encountering?  
2. What are the factors that led to the current situation?  
3. What specific negotiation goals Mr. Usman Khan should have?  
4. What are the consequences of the options available to Mr. Usman Khan?  
5. Discuss the impact on MTC and acceptability of each demand of workers?  
6. How Mr. Usman Khan should go about resolving the conflict between MTC management and the labor union?  

**Read:** Extreme Negotiations
1700 - Onwards  GUEST SPEAKER SESSION

Guest Speaker: Mr. Aamir Ibrahim (CEO of Jazz, the Chairman of Mobilink Microfinance Bank Ltd. and the Head of Emerging Markets VEON.)

Venue: Auditorium B-3 (SDSB Basement)

WEDNESDAY, MAY 01

Labour Day Holiday

THURSDAY, MAY 02

0830 - 1000  AGRIBUSINESS AND VALUE CHAIN MANAGEMENT
SYED ZAHOOR HASSAN

Topic: Developing Agri Value Chain in Pakistan

Guest Speaker: TBD

Case: Frito-Lay Pakistan – From Farm to Crisp (TBD)

Assignment:

1. Please review all the previous cases that have dealt with developing the agriculture value chains, especially McDonald in India, Samriddhi, ITC eChoupal and Polyface.

2. Read and understand the short note/case on contract farming.

3. How would you assess the way Frito-lay team has developed the potato value chain for its products? How would you compare their approach with the one followed by McDonald’s in India?

4. What concepts and ideas that we have discussed in our earlier classes have been employed? Do you see any additional aspect in their approach?

5. What would you recommend to the PCI top management regarding the challenges and opportunities they face now?

Read: Contract Farming Potatoes – Benefits, Challenges and Opportunities

1000 - 1030  Tea break
1030 - 1200  **HUMAN RESOURCE MANAGEMENT**  
JAWAD SYED  

**Topic:** HR in Pakistan  

Guest Speaker Session  

**Read:** A Multi-Level Perspective of Contemporary Issues of Human Resource Management in Pakistan  

1200 - 1230  Break  

1230 - 1400  **DIGITAL MARKETING**  
KHAWAJA ZAIN UL ABIDIN  

**Topic:** Digital Product Launch  

Digital Product Launch  

1400 - 1500  Lunch break  

1500 - 1630  **RETAIL MANAGEMENT**  
ARIF RANA  

**Topic:** Operations: Technology and HR  

**Case:** Daraz.com  

1630 - 1715  Break  

1715 - 2015  **NEGOTIATION SKILLS**  
(MGHUFRAN AHMAD  

**Topic:** Negotiating Job Offers  

**Exercise:** To be provided in class.  

**Case:** Name Your Price (A)  

**Assignment:**  

1. What single piece of advice you would offer to Monroe Davies?  

2. What compensation package you believe Monroe is likely to propose?
3. In your opinion, how Jim Hummer is likely to respond to the proposal of Monroe?

4. Why do you think Jim asked Monroe to fill out the complete compensation package? Should Jim have asked for the base salary only?

5. How Monroe should respond to the email from Jim?

6. Out of the 15 rules for negotiating job offers (see reading), which ones do you believe are more relevant to you? Why?

Read: 15 Rules for Negotiating a Job Offer

FRIDAY, MAY 03

0900 - 1030 ADVANCE LEADERSHIP AND CHANGE MANAGEMENT
ARIF NAZIR BUTT

Topic: Learning Leadership from Other

Guest Speaker: Syed Babar Ali (Pro-Chancellor of LUMS)

Read:
1. Discovering your Authentic Leadership
2. Chapter 8: Integrity (Pgs. 93 – 103)

1030 - 1100 Tea break

1100 - 1230 COMPETITION LAW AND POLICY
KHALID A MIRZA

Topic: Merger Clearance

Read: Acquisition of 79% shares of Agritech Limited by Fauji Fertiliser Co. Ltd.

1230 - 1430 Lunch & Juma Break

1430 - 1600 BUSINESS INTELLIGENCE
USSAMA YAQUB

Topic: Advanced Topics

Case: Predicting Consumer Tastes with Big Data at GAP
Assignment:

1. Was Peck correct in firing his creative directors and replacing them with big data-driven creative process? Why or why not? How will this impact Gap Inc.’s sales doing forward? Will it affect each of its brands’ equity?

2. Does big data approach work for all three of Gap Inc.’s brands? Old Navy, Gap and Banana Republic? Why or why not? Which brands are better/worse served by this strategy? Why?

3. Should Peck allow Gap Inc.’s brands to be sold on Amazon? Why or why not? What opportunities or challenges does this plan present? If Gap sells through Amazon, should the company be a wholesaler or third party seller?

4. Would you change other elements of marketing mix to address Peck’s problems? Which ones and how?

5. For which purpose is big data and predictive analytics more or less useful in marketing? As world fills with more data, what is the role of art vs. science in marketing? Under which circumstances should “science” rule and under what condition should “art” rule?

Read:

1. Chapter 6: Big Data (Section 1-4)
2. Concise guide to databases

1600 - 1630 Break

1630 - 1930 MANAGEMENT CONTROL
JUNAID ASHRAF

Case: CAA (A and B)

Assignment: Questions in the case.

Read: Chapter 5: Control System Costs