MONDAY, FEBRUARY 11

0830 - 0900  Discussion Group: Managerial Accounting and Control

0905 - 1035  MANAGERIAL ACCOUNTING AND CONTROL
AYESHA BHATTI

**Topic:** Cost Allocations

**Case:** Precision Motors Division

**Assignment:**

1. Calculate the cost of the five orders in Exhibit 3 under the traditional and new systems. (Hint: first calculate the cost of processing an order and handling a special component).

2. Calculate traditional and new system costs for each order if 1 unit, 10 units, 20 units or 100 units are ordered.

3. Does the new system support the strategy of the firm in ways that the traditional system cannot?

**Read:**

1. Chapter 11: Activity-Based Costing
2. Harvard Note: Activity Accounting – Another Way to Measure Costs
3. Harvard Note: Measure Costs Right: Make the Right Decisions

1035 - 1105  Tea break

1105 - 1135  Discussion Group: Organizational Behaviour-II

1140 - 1310  ORGANISATIONAL BEHAVIOUR-II
ANWAR KHURSHID

**Topic:** Leadership Potential Assessment

**Case:** Assessing Leadership Potential at PTCL
Assignment:

1. Do we need to carry out potential assessment when performance appraisals are regularly conducted in an organisation? Why or why not?

2. How might PTCL benefit from leadership potential exercise?

3. How do we determine which competencies need to be assessed while determining leadership potential of executives in an organisation? Is PTCL assessing the right set of competencies needed in their future leaders?

4. Why the effectiveness of leadership potential assessment conducted at PTCL?

5. How well do you think the assessors’ ratings predict executives’ actual performance on job?

6. What follow-up actions should be taken about the individuals assessed at PTCL?

**Read:** Are you a High Potential?

1310 - 1435 Lunch break

1435 - 1640 **BUSINESS INTELLIGENCE**

(LAB Session) USSAMA YAQUB

Simulation

**Venue:** IST LAB- 2

**TUESDAY, FEBRUARY 12**

0830 - 0900 Discussion Group: Managerial Economics

0905 - 1035 **MANAGERIAL ECONOMICS**

TANVEER SHEHZAD

**Topic:** Cost and Production Analysis I

**Read:**

1. Chapter 7: Production Theory and Estimation
2. Chapter 8: Cost Theory and Estimation

**Assignment:**

1. What are the fixed and variable costs in business?
2. How can you calculate breakeven for a product?

3. What are economies of scale and scope?

4. How do you calculate average and marginal product?

**Note:** Quiz 2 expected on session 3, 4, 5 and 6 material.

### FINANCIAL MANAGEMENT-I

**SYED MUBASHIR ALI**

**Topic:** Strategic Investment Decisions

**Case:** Orients Sports

**Assignment:** Answer the questions in the case.

**Read:** Revise B&E: Chapter 11

### OPERATIONS MANAGEMENT TECHNOLOGY

**SYED ZAHOOOR HASSAN**

**Topic:** Operations Management in the Digital Age

**Case:** Image Garments – ERP Implementation

**Assignment:**

1. Make sure you understand the basic concepts related to ERP systems from the assigned readings and are prepared to discuss these in class.

2. What are some of the key decisions that Qamar Aftab, CEO of Image Garments, has taken regarding ERP? What were the choices available to him? Why, in your opinion, Image opted for an ERP package rather than an in-house implementation?

3. As Qamar Aftab, what would you have done differently? Please be specific and address all the relevant dimensions.

4. In what ways has the ERP system impacted Image Garments? Please identify all the relevant dimensions and comment of each.
5. What is your advice to Mr. Qamar Aftab regarding the next phase of ERP implementation? Identify various options and select the most appropriate mix for him.

6. Based on what you have studied in OMT course (in particular, and the MBA program in general) so far, what advice would you give to CEO of another garments manufacturing company in Faisalabad who is planning an ERP implementation in his organisation? Please be specific.

7. Using the concepts and techniques learnt in OMT so far, make a plan of action for using concepts of lean and TPS at your project Micro Enterprise. Spend time with the micro entrepreneur and make a work plan for the next four weeks to implement this plan. What problems do you foresee in this effort? As a group, submit a report with the related details (maximum 5 pages and two exhibits) to ahmadali@lums.edu.pk by 07 pm on Monday February 11, 2019.

**Read**: Chapter 17(Operations and Supply Chain Management): Enterprise Resource Planning Systems

**WEDNESDAY, FEBRUARY 13**

0830 - 0900 Discussion Group: Managerial Accounting and Control

0905 -1035 **MANAGERIAL ACCOUNTING AND CONTROL**

*AYESHA BHATTI*

**Topic**: Costs for Decision Making

**Case**: Sigma Manufacturing Limited

**Assignment**: Questions in the case.

**Read**:

1. Chapter 10: Relevant Information for Decision Making
2. Harvard Note: Understanding Costs for Management Decisions
3. Harvard Note: Relevant Costs and Revenues

1035 - 1105 Tea break

1105 - 1135 Discussion Group: Organisational Behaviour-II

1140 - 1310 **ORGANISATIONAL BEHAVIOUR-II**

*ANWAR KHURSHID*

**Topic**: Incentives and Performance
**Case**: Performance Pay at Safelite Auto Glass (A)

**Assignment**:

1. Why was the productivity of the Safelite installers so low?

2. Does the proposed PPP plan address the problems described in question 1? Does it introduce new problems? Explain.

3. What are the pros and cons of switching from wage rates to piece rate pay? Are Safelite installers good candidates for piece-rate pay? Why or why not?

4. Should there be a guaranteed wage? If so, how should it be set?

5. What are the likely consequences of a switch from wage to piece rates for:
   - Turnover
   - Recruitment
   - Productivity
   - Product Quality

**Read**: Incentives within Organisations

1310 - 1435  Lunch break
1435 - 1505  Discussion Group: Business Intelligence
1510 - 1640  **BUSINESS INTELLIGENCE**  
             USSAMA YAQUB

**Topic**: BI in Business: Theory and Practice

**Case**: Netflix Leading with Data: The Emergence of Data Driven Video

**Read**: Data Analytics: From Bias to Better Decisions

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**THURSDAY, FEBRUARY 14**

0830 - 0900  Discussion Group: Managerial Economics

0905 - 1035  **MANAGERIAL ECONOMICS**  
              TANVEER SHEHZAD

**Topic**: Cost and Production Analysis II

**Case**: Maple Tree Accessory Shop
Assignment:

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

Note: Assignment 4 is due.

1035 - 1105 Tea break
1105 - 1135 Discussion Group: Financial Management-I
1140 - 1310 **FINANCIAL MANAGEMENT-I**
SYED MUBASHIR ALI

**Topic**: Strategic Investment Decisions

**Case**: Synder Electronics Inc.

**Assignment**: Answer the questions in the case.

**Read**: Revise B&E: Chapter 10 and 11

1310 - 1435 Lunch break
1435 - 1505 Discussion Group: Operations Management Technology
1510 - 1640 **OPERATIONS MANAGEMENT TECHNOLOGY**
SYED ZAHOOR HASSAN

**Topic**: Operations Management in the Digital Age

**Case**: Daraz.pk: Online Marketplace’s Value Chain

**Assignment**: 

1. Why online retailing has expanded so fast over the last few years in Pakistan? What are the enablers? In this context, what value proposition does Daraz offer? What capabilities does Daraz need to deliver this value?

2. What are various logistics models for Daraz? What are their pros and cons for Daraz and its vendors? Which model Daraz is preferring and why? Which models suppliers are preferring and why?
3. Who are the main players in Daraz’s value chain? What do they want? What brings them to Daraz? How is Daraz creating value for them? For instance could these players do Black Friday without Daraz? Why and why not?

4. How Daraz’s value chain and market place model compare with the conventional physical malls? How would compare their respective operating systems?

5. What factors Daraz needs to consider while taking the decision of including international brands on Daraz.pk? What should Daraz do – why and how?

Read: Designing Distribution Networks and Applications to E-business

FRIDAY, FEBRUARY 15

0900 - 1200

MANAGERIAL ACCOUNTING AND CONTROL
AYESHABHATTI

Mid Term Examination (Closed Book/Closed Notes)

Venue: Auditorium B-1 (All Students)

Note: Mobile Phones are not allowed.