MONDAY, FEBRUARY 25

0830 - 0900  Discussion Group: Managerial Accounting and Control

0905 - 1035  MANAGERIAL ACCOUNTING AND CONTROL  
AYESHA BHATTI

**Topic:** Planning and Control

**Case:** Boston Creamery

**Assignment:** Questions in the case.

**Read:** Revenue and Sales Variances

1035 - 1105  Tea break

1105 - 1135  Discussion Group: Organizational Behaviour-II

1140 - 1310  ORGANISATIONAL BEHAVIOUR-II  
ANWAR KHURSHID

**Topic:** Leading Transformational Change

**Case:** Leading Transformative Change at PPL (A)

**Assignment:**

1. Assess the effectiveness of Mr. Wamiq in leading the change effort at PPL. Would you call it a success story? Why or why not?

2. Did PPL really need a new structure at the time when Mr. Wamiq joined? Why or why not?

3. What were the key steps in creating a new structure and a new culture at PPL? What problems did the new structure solve? What problems might it create?

4. What changes in the organisation’s systems and processes are needed to make the new structure more effective?

5. What leadership skills were needed and which were used? What worked well; what could have been done more effectively? How well did Mr. Wamiq and his team deal with resistance and obstacles to change?
6. Do you think the change at PPL is sustainable? Why or why not?

Read:

1. Leading Change
2. The Change Wheel: Elements of Systemic Change and How to Get Change Rolling

1310 - 1435  Lunch break

1435 - 1640  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: Chapter 6: Big Data, Section 1-4

TUESDAY, FEBRUARY 26

0830 - 0900  Discussion Group: Managerial Economics

0905 - 1035  MANAGERIAL ECONOMICS
TANVEER SHEHZAD

Topic: Monopoly
**Case**: Competition Policy in the European Union and the Power of Microsoft

**Assignment**:

1. What is meant by Monopoly?
2. Is Microsoft a monopoly?
3. How high can be the price of MS windows?
4. As a judge of the case against Microsoft, what decision would you propose?

1035 - 1105 Tea break

1105 - 1135 Discussion Group: Financial Management-I

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

**Topic**: Costs of Capital

**Case**: Submarine Sandwich, Inc.

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

**Read**: Revise B&E: Chapter 9

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**: Zappos.com: Developing a Supply Chain to Deliver WOW!

**Assignment**:

1. What are Zappos’ core competencies and sources of competitive advantage? How sustainable are they? What role does corporate culture play?
2. How important is next-day air shipment to the customer experience? It is worth the cost? How might you change it in the cost-conscious environment facing the company in late 2008?
3. How would you expand the business? Would you add more products, more geographies, or by selling private labels? As you expand business, how can the company become more profitable, particularly in light of the costs associated with the focus on service?
4. How would you expect the environment of a more cost-conscious consumer to affect Zappos’ business? What can Zappos do in such an environment to maintain sales growth? What is now expected from the supply chain at Zappos?

5. Can you draw any parallels between the situations at Zappos with any of the earlier cases that we have studied in OMT?

6. Submit a two page progress report on your micro enterprise project providing information made on the specific tasks completed, related changes made, specific results achieved and plans for the next two weeks. Deadline 07 pm Monday February 25, 2019 to ahmadali@lums.edu.pk.

**Read:** Safe Enough to Try: An Interview with Zappos CEO Tony Hsieh

**Note:** Please refer to the internet to get any needed background information.

**WEDNESDAY, FEBRUARY 27**

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<td><strong>Topic:</strong> Management Control Systems</td>
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<td><strong>Case:</strong> Shuman Automobiles, Inc.</td>
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<td><strong>Assignment:</strong> Questions in the case.</td>
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<td><strong>Topic:</strong> Dealing with Resistance to Change</td>
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<td><strong>Case:</strong> The Challenge of Change at Teradata Global Consulting Centre (GCC) Pakistan (A and B)</td>
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<td><strong>Assignment:</strong></td>
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<td>1. Did GCC Pakistan really need an ISO 27001 Certification? Why or why not? Was the timing right?</td>
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<td>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?</td>
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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

1310 - 1435 Lunch break

1435 - 1505 Discussion Group: Business Intelligence

1510 - 1640 **BUSINESS INTELLIGENCE**

USSAMA YAQUB

**Topic:** Summing Up

**Case:** BI at Telenor Pakistan

**Read:** CRM Done Right: Rigby, Ledingham

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**THURSDAY, FEBRUARY 28**

0830 - 0900 Discussion Group: Managerial Economics

0905 - 1035 **MANAGERIAL ECONOMICS**

TANVEER SHEHZAD

**Topic:** Oligopoly

**Case:** Regal Electrogas: Price Leader or Price Follower

**Assignment:**

1. How would you describe desert cooler market structure and the different competitive strategies used by each player?

2. What are the pros and cons of the strategies chosen by the primary players in the market?

3. Should Ali reduce the prices on his desert coolers?

1035 - 1105 Tea break

1105 - 1135 Discussion Group: Financial Management-I

1140 - 1310 **FINANCIAL MANAGEMENT-I**

SYED MUBASHIR ALI

**Topic:** Costs of Capital
Cases:

1. Marriot Corporation: The Cost of Capital
2. Asset Betas and Equity Betas

Assignment: Answer the questions in the case.

Read:

1. Revise B&E: Chapter 6 and 9
2. B&M Reading

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

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

Case: New Balance Athletic Shoes

Assignment:

1. Evaluate New Balance’s current operations strategy. What are
   the key decisions implicit in this strategy?

2. Assuming that the total US market for athletic footwear was
   400 million pairs in 2005, how costly was New Balance’s
   decision to maintain 25% of its manufacturing in the US? What
   is your assessment of this decision?

3. How should the Davises react to Adidas’ planned acquisition of
   Reebok? What aspects of New Balance’s operations strategy
   should they change?

4. Moving forward, how important is NB2E initiative for New
   Balance?

Read: Review relevant reading from earlier session

FRIDAY, MARCH 01

0830 - 0900  Discussion Group: Financial Management-I
0905 - 1235  FINANCIAL MANAGEMENT-I
              (Double Session)
              SYED MUBASHIR ALI

Topic: Cost of Capital

Case: Communication Satellite Corporation

Assignment: FCC: The Required Rate of Return Hearing