MONDAY, MARCH 04

0830 - 0900 Discussion Group: Managerial Accounting and Control

0905 - 1035 MANAGERIAL ACCOUNTING AND CONTROL
AYESHA BHATTI

Topic: Management Control Systems

Case: Enager Industries, Inc.

Assignment: Questions in the case.

Read: Chapter 19: Control Systems and Performance Measurement

1035 - 1435 Break

1435 - 1505 Discussion Group: Business Intelligence

1510 - 1640 BUSINESS INTELLIGENCE
USSAMA YAQUB

Topic: Summing Up


Assignment:

1. Identify and evaluate the changes initiated at Taco Bell during each of the following periods: 1983-1989, 1989-1991 and 1991-1994. Why was it necessary for the strategy to evolve three times in ten years? In each period analyse to the degree in which systems, structures, capacity and culture of Taco Bell were coherent with its strategy? Do choices of CEO John Martin during each period of change make sense to you? Why or why not?

2. Is Taco Bell positioned to reach its new goals at the end of the case? What advice would you have given John Martin in 1994?

3. What are some of the general ideas about the evolution of information and communication systems in the Taco Bell case? How this evolution relates with the organisational evolution?
TUESDAY, MARCH 05

0830 - 0900  Discussion Group: Managerial Economics

0905 - 1035  MANAGERIAL ECONOMICS  
TANVEER SHEHZAD

**Topic:** Cartels

**Case:** Forever: De Beers and U.S. Antitrust Law

**Assignment:**

1. Who writes the rules of international diamond market?
2. How has DeBeers structured its relationship with US diamond dealers and US government?
3. What should US government do about the flow of diamonds from Angola and other countries?
4. Is it a good or bad cartel?

**Note:** Quiz 5 expected on session 10, 11 and 12 material.

1035 - 1105  Tea break

1105 - 1135  Discussion Group: Financial Management-I

1140 - 1310  FINANCIAL MANAGEMENT-I  
SYED MUBASHIR ALI

**Topic:** Review

**Assignment:** Reflect on the course so far and be prepared for a discussion.

**Read:** Assigned Chapters Covered

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:** Los Grobo - Farming’s Future
Assignment:

1. What advantages or capabilities does the network provide Los Grobo that it could not achieve otherwise?

2. How does Los Grobo control the network without owning or employing its elements?

3. Isn’t network strategy riskier than an ownership one? How has Los Grobo addressed the related risks?

4. Should Los Grobo expand into other countries? Will the network work across national boundaries?

5. Can you think a similar organisation in Pakistan? What would be the challenges for an organisation in Pakistan to be set up like Los Grobo?

Read: The Dawn of E-Lance Economy

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

WEDNESDAY, MARCH 06

0830 - 0900 Discussion Group: Managerial Accounting and Control

0905 -1035 MANAGERIAL ACCOUNTING AND CONTROL
AYESHA BHATTI

Topic: Management Control Systems
Case: Citibank: Performance Evaluation

Assignment:

1. Why has Citibank introduced a performance scorecard?

2. Assume that you are Liza Johnson, Complete Exhibit (I to evaluate Jam’s performance)

Read: Chapter 20: Strategy, Balanced Scorecards and Incentive Systems

1035 - 1435 Break

1435 - 1505 Discussion Group: Business Intelligence

1510 - 1640 BUSINESS INTELLIGENCE
USSAMA YAQUB

Topic: Ethical Issues Involving Data
Case: Apple: Privacy vs. Safety
Assignment:

1. If you were in Cook’s shoes, would you comply with the court order to help FBI access the data on iPhone used in San Bernardino shooting? Why or why not?

2. What are Apple’s responsibilities for public safety? What are Apple’s responsibilities for customer privacy? Does Cook have any additional responsibilities to take into account in this situation?

3. Does your response to providing access vary with the government agency or national government requesting the data? Why or why not?

4. Is there a way for Cook to resolve the apparent tension among these various responsibilities?

Read:

1. What you need to know about California’s new Data Privacy Law
2. Why Privacy matters even if you have ‘Nothing to Hide’

THURSDAY, MARCH 07

0830 - 0900 Discussion Group: Managerial Economics

0905 - 1035 MANAGERIAL ECONOMICS TANVEER SHEHZAD

Topic: Game Theory

Case: Pricing Games: Sony PlayStation and Microsoft Xbox

Assignment:

1. What is meant by Nash Equilibrium?

2. What is meant by dominated strategy?

3. What sort of market structure is this game console market?

4. Is this a cooperative or non-cooperative game?

Read: Chapter 11: Game Theory and Strategic Behaviour

Note: Assignment 5 is due.

1035 - 1435 Break
Assignment:

1. How does the dabbawala organisation achieve its high service performance? What is its secret for success? Compare it to the Toyota Production System.

2. Why do world-class companies like FedEx study the dabbawala system? What do they expect to learn?

3. A consultant wants to move the dabbawala system into the twenty-first century and proposes several changes. What could be these changes?

4. How should Raghunath Medge respond to the consultant:
   a. Stop the consultant immediately.
   b. Accept some of the changes. Provide a list of examples of what you would change along with the related reasons.

5. Make a list of the main learnings from OMT. Which of these concepts you can apply to your own person? Provide related details and reasons.

Read: Mumbai’s Model of Service Excellence (To be distributed by the Instructor)

FRIDAY, MARCH 08

0830 - 0900 Discussion Group: Organizational Behaviour-II

0905 - 1235 (Double Session) ORGANISATIONAL BEHAVIOUR-II

Topic: Implementing Change

Exercise: EIS Simulation

Read:

1. Cracking the Code of Change
2. EIS Simulation User Manual (Optional)