



**MBA PROGRAMME
CLASS OF 2024
Semester III (IIIA)
Weekly Class Schedule**

FOR THE WEEK OF SEPTEMBER 18 TO SEPTEMBER 22, 2023

Auditorium A-303		18-Sep Mon	19-Sep Tue	20-Sep Wed	21-Sep Thu	22-Sep Fri
Class 1	0830-1000	MIA 5	DM5 (Section A)	MIA 6	DM6 (Section A)	
Class 2	1015-1145	FI 5	MWPD 5	FI 6	MWPD 6	
Class 3	1200-1330	SFM-A 5/ HRM 5	DM5 (Section B)	SFM-A 6/ HRM 6	DM6 (Section B)	
Class 4	1400-1530	SFM5 (Section B)	CA 5	SFM6 (Section B)	CA 6	
Class 5	1545-1715	BDE 5	INV 5	BDE 6	INV 6	
Class 6	1730-1900	IM 1		IM 2		BCCA 5
Class 7	1915-2045	RM 5	FB 5	RM 6	FB 6	

1. The soft copy of the weekly schedule is available on the main page of LUMS website
Old.lums.edu.pk/resources-Mba-Class-Schedule

2. For course titles and instructors, please turn overleaf.

* **Follow the timing given in the inner pages for Friday, September 22.**

MBA CLASS OF 2024
Semester III (III A)
LIST OF COURSES BEING OFFERED

CODE	UNITS	COURSE TITLE	INSTRUCTOR(S)	SESSIONS
FI	0.5	Financial Institutions	Samir Ahmed	SA
BDE	0.5	Business Development and Economy	Ummad Mazhar	UM
INV	0.5	Investments	Syed Kumail A Rizvi	SKAR
RM	0.5	Retail Management	Qaiser Raza Sheikh	QRS
SFM	0.5	Sales Force Management	M. Luqman Awan	MLA
CA	0.5	Consumer Analytics	Ghufran Ahmad	GA
DM	0.5	Digital Marketing	Khawaja Zainul Abdin	KZA
MWPD	0.5	Managing Workplace Diversity	Ayesha Masood	AM
HRM	0.5	Human Resource Management	M. Abdur Rahman Malik	MARM
FB	0.5	Family Business	Hassan Rauf	HR
MIA	0.5	Managing in the Information Age	M. Umar Zafar	MUZ
SC	0.5	<i>Short Course</i>	<i>TBA</i>	

**SULEMAN DAWOOD SCHOOL OF BUSINESS
MBA PROGRAMME**

**CLASS OF 2024
AUDITORIUM A-303
Semester III (IIIA)
Weekly Class Schedule**

Assignments for the week of September 18 to September 22, 2023

MONDAY, SEPTEMBER 18

0830 - 1000

MANAGING IN THE INFORMATION AGE
M. UMAR ZAFAR

Teaching Assistant: Maha Shahzad (maha.shahzad@lums.edu.pk)

Topic: Designing and Managing IT Driven Change in Organisations

Case: Pak Elektron Limited: Converting Systems to ERP

Assignment:

1. What was the extent of PEL's business complexity and how had it impacted systems development?
2. What was the nature of urgency to replace the legacy systems and how well did the management respond to it?
3. What strategy would you recommend to PEL to convert its systems to ERP?

Read: Note on Information Technology and Strategy

1000 - 1015

Tea break

1015 - 1145

FINANCIAL INSTITUTIONS
SAMIR AHMED

Teaching Assistant: Maha Shahzad (maha.shahzad@lums.edu.pk)

Topic: The Universal Banking Model

Case: JP Morgan Chase after the Financial Crisis

Read: Note on the Banking Industry

- 1145 - 1200 Break
- 1200 - 1330
(Section A) **SALES FORCE MANAGEMENT**
M. LUQMAN AWAN
- Teaching Assistant:** Madiha Khursheed (Madiha.khursheed@lums.edu.pk)
- Topic:** Sales Force Design Consideration
- Case:** NetApp A Day to Day in DM
- Assignment:** Be ready to discuss issues mentioned in case.
- Read:** The Sales Learning Curve
- 1200 - 1330 **HUMAN RESOURCE MANAGEMENT**
M. ABDUR REHMAN MALIK
- Venue:** Auditorium 304 (SDSB 3rd Floor)
- Teaching Assistant:** Maha Ayaz (maha.ayyaz@lums.edu.pk)
- Case:** Supervalve Inc. Professional Development Programm
- Read:** Syed & Kramar, Chapter 11: Training and Development
- 1330 - 1400 Lunch break
- 1400 - 1530
(Section B) **SALES FORCE MANAGEMENT**
M. LUQMAN AWAN
- Teaching Assistant:** Madiha Khursheed (Madiha.khursheed@lums.edu.pk)
- Topic:** Sales Force Design Consideration
- Case:** NetApp A Day to Day in DM
- Assignment:** Be ready to discuss issues mentioned in case.
- Read:** The Sales Learning Curve
- 1530 - 1545 Break
- 1545 - 1715 **BUSINESS DEVELOPMENT AND ECONOMY**
UMMAD MAZHAR
- Teaching Assistant:** Maha Ayaz (maha.ayyaz@lums.edu.pk)

Topic: Role of Global, Regional, and Local Environment in Business Development

Case: Making stickK Stick: The business of behavioral economics

Assignment:

1. How does stickK help consumers to accomplish their goals? Articulate the key features of stickK that facilitate goal attainment.
2. How does stick make money? Does the company have a viable business model?
3. How might the business model differ with a B2B approach?
4. What do you see as Stick's primary barrier to success?

Read: Bernanke (2022): Chapter 8

1715 - 1730

Break

1730 - 1900

INFLUENCER MARKETING
ANWAR KABIR

Teaching Assistant: Maha Ayaz (maha.ayyaz@lums.edu.pk)

Topic: Introducing Influencer Marketing

Case: Instagram Influencer Marketing: Creating a Winning Strategy

Read: More than Meets the Eye: The Functional Components Underlying Influencer Marketing

1900 - 1915

Break

1915 - 2045

RETAIL MANAGEMENT
QAISER RAZA SHEIKH

Teaching Assistant: Sidra Khalid (sidra.khalid@lums.edu.pk)

Topic: Merchandising and Operations

Case: Merchandising at Nine West Retail Stores

Read: Rocket Science Retailing is Almost Here – Are you Ready?

TUESDAY, SEPTEMBER 19

0830 - 1000
(Section A)

DIGITAL MARKETING
KHAWJA ZAINUL ABDIN

Teaching Assistant: Maha Ayaz (maha.ayyaz@lums.edu.pk)

Topic: DMROI & Digital Consumer Behavior

Lecture

Read:

1. Marketing Today: Branding for Digital Marketing and Social Media
2. We are all Connected: The Power of the Social Media Eco System
3. Social Media: The New Hybrid Element of the Promotion Mix

1000 - 1015

Tea break

1015 - 1145

MANAGING WORKPLACE DIVERSITY
AYESHA MASOOD

Teaching Assistant: Ayesha Azam (ayesha.azam@lums.edu.pk)

Topic: Maintaining a Public Image-I

Case: Orientation to Public Image Assessment Exercise

Assignment: Are there any times in your life when you have been out of the box? What was it like and how did you make the shift?

Read: Leadership and Self Deception by The Arbinger Institute

1145 - 1200

Break

1200 - 1330
(Section-B)

DIGITAL MARKETING
KHAWJA ZAINUL ABDIN

Teaching Assistant: Maha Ayaz (maha.ayyaz@lums.edu.pk)

Topic: DMROI & Digital Consumer Behavior

Lecture

Read:

1. Marketing Today: Branding for Digital Marketing and Social Media
2. We are all Connected: The Power of the Social Media Eco System
3. Social Media: The New Hybrid Element of the Promotion Mix

1330 - 1400

Lunch break

1400 - 1530

CONSUMER ANALYTICS
GHUFRAN AHMAD

Teaching Assistant: Ayesha Abid (aysha.abid@lums.edu.pk)

Topic: Lab on Statistical Tools for Segmentation Positioning, and Targeting

Read:

1. Chapter 5 of PPG
2. Analysing Consumer Perceptions

Assignment: Read the assigned reading and do the statistical analyses.

Note: Project deliverable 2 is due before session 5, submit via LMS. This is to inform you that in CA sessions # 5 please bring your *laptops* for class exercise.

1530 - 1545

Break

1545 - 1715

INVESTMENTS
SYED KUMAIL A RIZVI

Teaching Assistant: Ayesha Azam (ayesha.azam@lums.edu.pk)

Topic: Asset Allocation for Institutional Investors

Case: Investment Policy at the Hewlett Foundation (2005)

Read: RB, Chapter 2

1715 - 1915

Break

1915 - 2045

FAMILY BUSINESS
HASSAN RAUF

Teaching Assistant: Nabeel Javaid (nabeel.javaid@lums.edu.pk)

Topic: The Family Development Dimension

Case: The Khalil Abdo Group

Read:

1. Chapter 2: G-to-G
2. Principles of Family Business System Change
3. The Gulf: It's a Family Affair

WEDNESDAY, SEPTEMBER 20

0830 - 1000

MANAGING IN THE INFORMATION AGE

M. UMAR ZAFAR

Teaching Assistant: Maha Shahzad (maha.shahzad@lums.edu.pk)

Topic: Leveraging Information Technology for Business Success

Case: Enterprise IT at Cisco

Assignment:

1. How had the IT function evolved at Cisco in terms of organisation and role?
2. How would you assess Boston's decision to hold off all IT projects until underlying data and infrastructure issues were addressed?
3. What would be your advice for striking the right balance between complete centralisation and decentralisation at Cisco for IT?

Read: Designing and Managing the Information Age Architecture

1000 - 1015

Tea break

1015 - 1145

FINANCIAL INSTITUTIONS

SAMIR AHMED

Teaching Assistant: Maha Shahzad (maha.shahzad@lums.edu.pk)

Topic: Investment Banking

Case:

1. Investment Banking in 2008 (A): Rise and Fall of the Bear
2. Investment Banking in 2008 (B): A Brave New World

Read: History of Investment Banking

1145 - 1200

Break

1200 - 1330
(Section A)

SALES FORCE MANAGEMENT

M. LUQMAN AWAN

Teaching Assistant: Madiha Khursheed (Madiha.khursheed@lums.edu.pk)

Topic: Compensation, Recruitment Motivation, Performance Evaluation

Case: Mary Kay Cosmetics: Sales Force Incentives (A)

Assignment:

1. Calculate the annual income of:
 - a) a beauty consultant who sells an average of \$150 (at wholesale value) of product per month
 - b) a VIP team leader with 15 recruits who average monthly personal sales of \$650 and team sales of \$3,200 (Assume she receives 12% commission on recruits sales)
 - c) a director with 50 active unit members, who averages monthly personal sales of \$500, personal recruits sales of \$5,000, and total unit sales of \$ 9,500. Assume she recruits three new consultants every third month, which entitles her to recruiting bonus of \$ 200 per quarter. (Apply a 12% commission to recruits sales and a 11% commission to total unit sales. Also add in a monthly production bonus of \$700)
2. Based on these calculations, what components of the financial incentives program appear to be the primary motivation for the sales force?
3. Describe a typical VIP consultant in terms of
 - Demographics
 - Income
 - Management responsibilities
4. Recommend a set of changes to the VIP car program that will improve overall sales force effectiveness at Mary Kay. Consider the motivational risks and cost effectiveness of your proposal as well as how they could be implemented. Be as specific as possible.

Read: Salesperson Compensation & Incentives

1200 - 1330

HUMAN RESOURCE MANAGEMENT
M. ABDUR REHMAN MALIK

Venue: Auditorium 304 (SDSB 3rd Floor)

Teaching Assistant: Maha Ayaz (maha.ayyaz@lums.edu.pk)

Case: Maruti Suzuki India Limited (MSIL): Industrial Relations

Read:

1. Labour and Employment Law: A Profile on Pakistan
2. Conflict Resolution Guide

1330 - 1400

Lunch break

1400 - 1530
(Section B)

SALES FORCE MANAGEMENT
M. LUQMAN AWAN

Teaching Assistant: Madiha Khursheed (Madiha.khursheed@lums.edu.pk)

Topic: Compensation, Recruitment Motivation, Performance Evaluation

Case: Mary Kay Cosmetics: Sales Force Incentives (A)

Assignment:

1. Calculate the annual income of:
 - a) a beauty consultant who sells an average of \$150 (at wholesale value) of product per month
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 - Income
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4. Recommend a set of changes to the VIP car program that will improve overall sales force effectiveness at Mary Kay. Consider the motivational risks and cost effectiveness of your proposal as well as how they could be implemented. Be as specific as possible.

Read: Salesperson Compensation & Incentives

1530 - 1545

Break

1545 - 1715

BUSINESS DEVELOPMENT AND ECONOMY
UMMAD MAZHAR

Teaching Assistant: Maha Ayaz (maha.ayyaz@lums.edu.pk)

Topic: Emerging Scenario & Business Environment

Case: The Coronavirus (COVID-19) Pandemic and the Global Economy

Assignment:

1. What makes Covid such a complicated crisis to solve?
2. What are some of the most worrisome social, political, and economic elements in this crisis?
3. In Covid a pause or a game-changer for businesses?

Read: Mankiw (2021): Chapters 30 and 33

1715 - 1730

Break

1730 - 1900

INFLUENCER MARKETING
ANWAR KABIR

Teaching Assistant: Maha Ayaz (maha.ayyaz@lums.edu.pk)

Topic: Selecting the Right Influencer for Your Brand

Case: Dancing with the Stars: Denitsa Ikonomova

Read:

1. Influencer Marketing
2. Your Network's Structure Matters More than Its Size

1900 - 1915

Break

1915 - 2045

RETAIL MANAGEMENT
QAISER RAZA SHEIKH

Teaching Assistant: Sidra Khalid (sidra.khalid@lums.edu.pk)

Topic: Merchandising and Operations

Case: Service Sales Corporation (SSC)

Read: The Hidden Risk of Cutting Payroll

THURSDAY, SEPTEMBER 21

0830 - 1000
(Section A)

DIGITAL MARKETING
KHAWJA ZAINUL ABDIN

Teaching Assistant: Maha Ayaz (maha.ayyaz@lums.edu.pk)

Topic: Influencer Marketing & Virality and the Diffusion of Innovations

Lecture

Read: Diffusion of Innovations Evertt – (Chapter 2)

1000 - 1015

Tea break

1015 - 1145

MANAGING WORKPLACE DIVERSITY
AYESHA MASOOD

Teaching Assistant: Ayesha Azam (ayesha.azam@lums.edu.pk)

Topic: Maintaining a Public Image-II

Cases:

1. Managing a Public Image: Sophie Chen
2. Managing a Public Image: Kevin Knight
3. Managing a Public Image: Cheri Mack
4. Managing a Public Image: Rob Thomas

Assignment: Do you find any differences in how you convey your image to in group vs. out group people?

1145 - 1200

Break

1200 - 1330
(Section-B)

DIGITAL MARKETING
KHAWJA ZAINUL ABDIN

Teaching Assistant: Maha Ayaz (maha.ayyaz@lums.edu.pk)

Topic: Influencer Marketing & Virality and the Diffusion of Innovations

Lecture

Read: Diffusion of Innovations Evertt – (Chapter 2)

1330 - 1400

Lunch break

1400 - 1530

CONSUMER ANALYTICS
GHUFRAN AHMAD

Teaching Assistant: Ayesha Abid (aysha.abid@lums.edu.pk)

Topic: Segmenting the Customers

Case: Segmentation at Sticks Kebob Shop

Assignment:

1. Explain how cluster analysis may help the management make sound business decisions.
2. Identify appropriate variables, from the survey questions, for cluster analysis and explain your choice of variables.
3. What are the characteristics of Stick's customers and how do they differ from non-customers?
4. Perform relevant statistical analyses and make the recommendations.
5. Watch an introductory video of the case on <https://bit.ly/3AVqyey>.

Do the statistical analyses as following::

1. Do cluster analysis based on the 4 lifestyle questions asked in Q16 of the survey.

2. Develop a 5-cluster solution through k-means method. Compare the solution with greater/less than 5 cluster solutions and select one solution. Explain the criteria for selection of the solution.
3. Define and explain the criteria on which clusters should be targeted; identify the clusters to target.
4. Profile the targeted clusters based on other suitable information available in the survey in order to make decisions that the restaurant management is facing. Explain the criteria on which clusters should be profiled.
5. **Submit your analysis on LMS, 12 hours before the class time (or as announced).**

Read: Segmentation and Targeting

1530 - 1545

Break

1545 - 1715

INVESTMENTS
SYED KUMAIL A RIZVI

Teaching Assistant: Ayesha Azam (ayesha.azam@lums.edu.pk)

Topic: Efficient Capital Markets

Case: Video Interview: Thaler & Fama (Booth Business Review)

Read: RB, Chapter 6

1715 - 1915

Break

1915 - 2045

FAMILY BUSINESS
HASSAN RAUF

Teaching Assistant: Nabeel Javaid (nabeel.javaid@lums.edu.pk)

Topic: The Family Development Dimension

Case: Sahaf Family

Read: Relationships among Siblings and Cousins in a Family Firm

FRIDAY, SEPTEMBER 22

1730 - 1900

BUSINESS CASE FOR CLIMATE ACTION
FAZILDA NABEEL

Teaching Assistant: Maha Ayaz (maha.ayyaz@lums.edu.pk)

Topic: Sustainable Business Case Studies from Pakistan

Panel Discussion:

1. Nestle Pakistan's commitment to Net Zero by 2050'
2. Pakistan Textile Council and Net Zero
3. Pakistan: Two Pioneer Organizations working towards business sustainability in Pakistan
4. Agha Khan University's journey to sustainability'
5. Generation Pakistan's commitment to Zero Waste'
6. Coca Cola Foundation and Climate Action

Assignment: Through local business case studies, students will be exposed to a diverse range of pathways to sustainable business practices such as investment in sustainable plastics and packaging value chains, nature-climate solutions and embedding ESG into business decision making.

Note: In Class Quiz (20 minutes at the beginning of class).