



**MBA PROGRAMME  
CLASS OF 2024  
Semester IV (IVB)  
Weekly Class Schedule**

**FOR THE WEEK OF APRIL 15 TO APRIL 19, 2024**

<b>Auditorium A-303</b>		<b>15-Apr Mon</b>	<b>16-Apr Tue</b>	<b>17-Apr Wed</b>	<b>18-Apr Thu</b>	<b>19-Apr Fri</b>
Class 1	0830-1000	CR 1	CR 2	CR 3	CR 4	CR 5
Class 2	1015-1145	LPN 9	CM-A 7	LPN 10	CM-A 8	NS 10
Class 3	1200-1330	TBE 9	CM-B 7	TBE 10	CM-B 8	
Class 4	1400-1530		* DV 2		NS 9	* DV 4&5
Class 5	1545-1715		* DV 3		LPN 11	
Class 6	1730-1900					
Class 7	1915-2045		OS 9		OS 10	

1. The soft copy of the weekly schedule is available on the main page of LUMS website  
[www.lums.edu.pk](http://www.lums.edu.pk) - Information For: Students/Schedules/MBA Schedule

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

\* **Follow the Timings details given in the inner pages for DV 2&3 and Friday, April 19.**

**MBA CLASS OF 2024**  
**Semester IV (IVB)**  
**LIST OF COURSES BEING OFFERED**

<b>CODE</b>	<b>UNITS</b>	<b>COURSE TITLE</b>	<b>INSTRUCTOR(S)</b>	<b>SESSIONS</b>
NS	0.5	Negotiation Skills	Ghufran Ahmad	14
TBE	0.5	The Business of Entertainment	Ehsan ul Haque	14
LPN	0.5	Leading Projects: Navigating Inception, Planning and Execution	Zehra Waheed	14
CS	0.5	Corporate Strategy	Anjum Fayyaz	14
OS	0.5	Operations Strategy	Ahsan Umar	14
CM	0.5	Channel Management	M Luqman Awan	14+14
SCM	0.5	Supply Chain Management	Shakeel S Jajja	14+14
DV	0.5	Data Visualization	M Adeel Zaffar/Ussama Yaquab	14
CR	0.17	<i>Conflict Resolution</i>	<i>Farhan Akhtar</i>	5
IMES	0.17	<i>International Market Expansion Strategy</i>	<i>Faisal Sheikh</i>	5
CDC	0.17	<i>Communication During Crisis</i>	<i>Sami Ul Hasan</i>	5
ES	0.17	<i>Energy and Sustainability</i>	<i>Shermeen Ahmed Khan</i>	5

**SULEMAN DAWOOD SCHOOL OF BUSINESS  
MBA PROGRAMME**

**CLASS OF 2024  
AUDITORIUM A-303  
Semester IV (IVB)  
Weekly Class Schedule**

**Assignments for the week of April 15 to April 19, 2024**

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**MONDAY, APRIL 15**

0830 - 1000

**CONFLICT RESOLUTION**  
**FARHAN AKHTAR**

**Teaching Assistant:** Asra Munir ([asra.munir@lums.edu.pk](mailto:asra.munir@lums.edu.pk))

**Topic:** What is Conflict?

*Interactive Session*

**Read:** What is Conflict and What is Conflict Resolution?

1000 - 1015

Tea break

1015 - 1145

**LEADING PROJECTS: NAVIGATING INCEPTION, PLANNING AND EXECUTION**  
**ZEHRA WAHEED**

**Teaching Assistant:** Maha Ayaz ([maha.ayyaz@lums.edu.pk](mailto:maha.ayyaz@lums.edu.pk))

**Topic:** Creation of Project Teams

**Case:** Ken Private Limited

**Assignment:**

1. Diagnose and discuss the issues in the case that caused Ken's failure to meet the client's timeline and expectations?
2. Discuss the dynamics between the Indian and the Pilipino teams. Can these dynamics be held responsible for the ineffective execution of the project?
3. What should COO Savarker do to ensure Ken's successful delivery of the project?

**Read:** The Cast of Characters: Who is Who in Project Management

1145 - 1200

Break

1200 - 1330

**THE BUSINESS OF ENTERTAINMENT**  
EHSAN UL HAQUE

**Teaching Assistant:** Ayesha Azam ([ayesha.azam@lums.edu.pk](mailto:ayesha.azam@lums.edu.pk))

**Topic:** Television Industry

**Case:** The Video-Streaming Wars in 2019: Can Disney Catch Netflix?

**Assignment:**

1. What factors led to the phenomenal growth of Netflix?
2. Why is Disney interested in Direct-to-Consumer?
3. Is this a Winner – Take-All game?

**TUESDAY, APRIL 16**

0830 - 1000

**CONFLICT RESOLUTION**  
FARHAN AKHTAR

**Teaching Assistant:** Asra Munir ([asra.munir@lums.edu.pk](mailto:asra.munir@lums.edu.pk))

**Topic:** Contemporary Conflict Resolution

Interactive Session

**Read:**

1. Contemporary Conflict Resolution
2. John Galtung's Conflict Triangle.
3. Conflict Resolution Approaches and Mechanisms
4. William Zartman's Theory of Ripeness and Mutually Hurting Stalemate

1000 - 1015

Tea break

1015 - 1145  
(Section A)

**CHANNEL MANAGEMENT**  
M. LUQMAN AWAN

**Teaching Assistant:** Maha Shahzad ([maha.shahzad@lums.edu.pk](mailto:maha.shahzad@lums.edu.pk))

**Topic:** Trends in Channel

**Case:** Philips Pakistan Limited

**Assignment:** As Mr. Kamil Shahbazkar:

1. Identify the major concerns faced by the light division. What in your opinion may be the possible reasons causing these problems?
2. What options are available to the Light division for future action? What factors would you consider as “inputs” for the formulation of a new strategy for the light division?
3. What future distribution strategy, if any, do you recommend for the light division? Why?
4. How would you implement the distribution plan recommended by you? What would be the main factors of the implementation of your plan?

**Read:** Note of Trade Marketing

1145 - 1200

Break

1200 - 1330  
(Section B)

**CHANNEL MANAGEMENT**  
M. LUQMAN AWAN

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

**Topic:** Trends in Channel

**Case:** Philips Pakistan Limited

**Assignment:** As Mr. Kamil Shahbazkar:

1. Identify the major concerns faced by the light division. What in your opinion may be the possible reasons causing these problems?
2. What options are available to the Light division for future action? What factors would you consider as “inputs” for the formulation of a new strategy for the light division?
3. What future distribution strategy, if any, do you recommend for the light division? Why?
4. How would you implement the distribution plan recommended by you? What would be the main factors of the implementation of your plan?

**Read:** Note of Trade Marketing

1330 - 1500

Break

1500 - 1800  
(Double Session)

**DATA VISUALIZATION**  
M ADEEL ZAFFAR/USSAMA YAQUB

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

*To be announced by the Instructor.*

1800 - 1915

Break

1915 - 2045

**OPERATIONS STRATEGY**  
AHSAN UMAR

**Teaching Assistant:** Asra Munir (asra.munir@lums.edu.pk)

**Topic:** Sourcing and Supplier Management

**Case:** Supplier Management at Sun Microsystems

**Assignment:**

1. What is your assessment of the Scorecard as a tool to work with suppliers?
2. How does it impact developing relationships with suppliers?
3. How can Tier-2 suppliers be motivated to participate in the scorecard system?
4. What should be the payback of Scorecard?
5. How would you assess responsibilities of CM?

**Read:** Building Deep Supplier Relationships

**WEDNESDAY, APRIL 17**

0830 - 1000

**CONFLICT RESOLUTION**  
FARHAN AKHTAR

**Teaching Assistant:** Asra Munir (asra.munir@lums.edu.pk)

**Topic:** Conflict Resolution

**Case:** Tough Guy

**Read:**

1. John Galtung's Conflict Triangle.
2. Conflict Resolution Approaches and Mechanisms

1000 - 1015

Tea break

1015 - 1145

**LEADING PROJECTS: NAVIGATING INCEPTION, PLANNING AND EXECUTION**  
**ZEHRA WAHEED**

**Teaching Assistant:** Maha Ayaz ([maha.ayyaz@lums.edu.pk](mailto:maha.ayyaz@lums.edu.pk))

**Topic:** Project Stakeholder Management

**Case:** Walled City of Lahore Authority: The Royal Trail Heritage Project

**Assignment:**

1. What are the major issues or problems involved in managing this project successfully?
2. What is the problem as the residents see it? Do you agree with their view?
3. What is the problem as the Authority sees it? Do you agree with them?
4. Who are the stakeholders in this project and what are their goals (in order of priority if there is more than one goal)? How do the differences across the various stakeholders affect Lashari?
5. What are the important implications of 1 and 2 for you in managing this project successfully?
6. Which stakeholder needs would you prioritize? Why?

**Read:**

1. Project Stakeholder Impact Analysis
2. Public Sector Project Management in Pakistan: Governance, Process, and Issues

1145 - 1200

Break

1200 - 1330

**THE BUSINESS OF ENTERTAINMENT**  
**EHSAN UL HAQUE**

**Teaching Assistant:** Ayesha Azam ([ayesha.azam@lums.edu.pk](mailto:ayesha.azam@lums.edu.pk))

**Topic:** Sports Industry

**Case:** Force of Markets in Sports Premier Football Leagues in India

**Assignment:**

1. What seems to be the problem of sports in India?
2. Why was ISL successful?
3. What should AIFF do regarding the tussle between I-League and ISL?

**THURSDAY, APRIL 18**

0830 - 1000

**CONFLICT RESOLUTION**  
**FARHAN AKHTAR**

**Teaching Assistant:** Asra Munir (asra.munir@lums.edu.pk)

**Topic:** Conflict Resolution

**Case:** Lighthouse

**Read:**

1. John Galtung's Conflict Triangle.
2. Conflict Resolution Approaches and Mechanisms

1000 - 1015

Tea break

1015 - 1145  
(Section A)

**CHANNEL MANAGEMENT**  
**M. LUQMAN AWAN**

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

**Topic:** Trends in Channel

**Case:** Gino Distributors

**Assignment:**

1. What are Gino's competitive advantages and disadvantages in China? What are the barriers that are preventing Gino from aggressively penetrating the industrial burner market in China?
2. How serious is the control issue that Gino perceives it has with its distributors? Why does it have this problem? At this stage of its development in China, should Gino be trying to take more control of its Distributors, or should relationship be more cooperative one?



3. What should Gino's long term (three years ahead) channel strategy be?
4. Should David Zhou proceed with selling DIRECT TO Feima or not? What should be the criteria?

1145 - 1200

Break

1200 - 1330  
(Section B)

### **CHANNEL MANAGEMENT**

**M. LUQMAN AWAN**

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

**Topic:** Trends in Channel

**Case:** Gino Distributors

**Assignment:**

1. What are Gino's competitive advantages and disadvantages in China? What are the barriers that are preventing Gino from aggressively penetrating the industrial burner market in China?
2. How serious is the control issue that Gino perceives it has with its distributors? Why does it have this problem? At this stage of its development in China, should Gino be trying to take more control of its Distributors, or should relationship be more cooperative one?
3. What should Gino's long term (three years ahead) channel strategy be?
4. Should David Zhou proceed with selling DIRECT TO Feima or not? What should be the criteria?

1330 - 1400

Lunch break

1400 - 1530

### **NEGOTIATION SKILLS**

**GHUFRAN AHMAD**

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

**Topic:** Power Moves and Issues of Trust

**Case:** Negotiating on Thin Ice (A)

**Assignment:**

1. In your opinion, given the state of affairs, should NHL and NHLPA continue the negotiations to conclude an agreement? On what criteria you would decide to continue or not?
2. Why both parties are finding it difficult to an agreement? What factors or barriers are stopping them? How does it help to identify obstacles, if any?
3. Do you believe the parties realize existence the barriers and have taken some steps to address them?
4. How would you describe the negotiation strategies of the parties and the effectiveness of those strategies in addressing the barriers to agreement?
5. What barriers to negotiation are more important and how would you address those barriers?
6. How would you negotiate on behalf of NHL/NHLPA?

**Read:** Diagnosing and Overcoming Barriers to Agreement

1530 - 1545

Break

1545 - 1715

**LEADING PROJECTS: NAVIGATING INCEPTION, PLANNING AND EXECUTION**  
**ZEHRA WAHEED**

**Teaching Assistant:** Maha Ayaz ([maha.ayyaz@lums.edu.pk](mailto:maha.ayyaz@lums.edu.pk))

*Guest Speaker Session*

1715 - 1915

Break

1915 - 2045

**OPERATIONS STRATEGY**  
**AHSAN UMAR**

**Teaching Assistant:** Asra Munir ([asra.munir@lums.edu.pk](mailto:asra.munir@lums.edu.pk))

**Topic:**

1. Business Model Transformation/Innovation
2. Digitalization and Sustainability

**Case:** Shein Vs. Zara: Digital Transformation in the Fast Fashion Industry

**Assignment:**

1. How attractive is the apparel or fast-fashion Industry?
2. How does Zara (and its founder Amancio Ortega) create and capture value? How did Zara achieve its business success by changing the business model of fashion industry?
3. What are SHEIN's business model and core competence? What is SHEIN's value Innovation? How is SHEIN different from incumbent fast-fashion players (such as Zara)?
4. What is the role of digitization in SHEIN's business model? How can one build an ecosystem and become a digital player like SHEIN?
5. What should SHEIN do in the future? Which option in the case is your priority if you are on the board?

**Read:**

1. Digitalization of Supply Chain Management with Industry 4.0 Enabling Technologies: A Sustainable Perspective
2. A literature and practice review to develop sustainable business model archetypes

**FRIDAY, APRIL 19**

0830 - 1000

**CONFLICT RESOLUTION**

**FARHAN AKHTAR**

**Teaching Assistant:** Asra Munir (asra.munir@lums.edu.pk)

**Topic:** Conflict Resolution

**Case:** Express Trucking: Executive Team Dynamics (A)—Vice-President, Legal Affairs (Alex)

**Read:**

1. John Galtung's Conflict Triangle.
2. Conflict Resolution Approaches and Mechanisms
3. William Zartman's Theory of Ripeness and Mutually Hurting Stalemate

1000 - 1015

Tea break

1015 - 1145

**NEGOTIATION SKILLS**  
**GHUFRAN AHMAD**

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

**Topic:** Ethical dilemmas in negotiations

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

**Read:** Ethics in Negotiation: Oil and Water or Good Lubrication?

**Assignment:**

1. Under what conditions unethical tactics are likely to be used?
2. What justifications are likely to be provided the use of unethical tactics?
3. How to confront lies and deception?
4. What are possible alternatives to the use unethical tactics?
5. How the use of unethical tactics may be avoided?

1145 - 1400

Break

1400 - 1700  
(Double Session)

**DATA VISUALIZATION**  
**M ADEEL ZAFFAR/USSAMA YAQUB**

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

*To be announced by the Instructor.*