



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

FOR THE WEEK OF APRIL 22 TO APRIL 26, 2024

Auditorium A-303		22-Apr Mon	23-Apr Tue	24-Apr Wed	25-Apr Thu	26-Apr Fri
Class 1	0830-1000	ES 1	ES 2	ES 3	ES 4	ES 5
Class 2	1015-1145	LPN 12	CM-A 9	LPN 13	CM-A 10	NS 12
Class 3	1200-1330	TBE 11	CM-B 9	TBE 12	CM-B 10	
Class 4	1400-1530		* DV 7	SCM-A 12	NS 11	* DV 9&10
Class 5	1545-1715	DV 6	* DV 8	SCM-B 12	TBE 13	
Class 6	1730-1900					* CM-A&B 11-Joint
Class 7	1915-2045		OS 11		OS 12	

1. The soft copy of the weekly schedule is available on the main page of LUMS website
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 7&8 and Friday, April 26.**

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

CODE	UNITS	COURSE TITLE	INSTRUCTOR(S)	SESSIONS
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 22 to April 26, 2024

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MONDAY, APRIL 22

0830 - 1000

ENERGY AND SUSTAINABILITY
SHERMEEN AHMED KHAN

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

Topic: Overview of the Energy Sector

Case: Coal, Nuclear, Natural Gas, Oil, or Renewable: Which Type of Power Plant Should We Build?

Assignment:

1. What are the key environmental and economic challenges in the use of different energy sources?
2. Who are the key stakeholders and what is their interest in PowerCo?
3. What is the role of regulation in the power sector?

Read: Case Supplement

1000 - 1015

Tea break

1015 - 1145

LEADING PROJECTS: NAVIGATING INCEPTION, PLANNING AND EXECUTION
ZEHRA WAHEED

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

Venue: Auditorium A-304 (3rd Floor SDSB)

Guest Speaker Session.

1145 - 1200

Break

1200 - 1330

THE BUSINESS OF ENTERTAINMENT
EHSAN UL HAQUE

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

Guest Speaker Session

1330 - 1545

Break

1545 - 1715

DATA VISUALIZATION
M ADEEL ZAFFAR/USSAMA YAQUB

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

To be announced by the Instructor.

TUESDAY, APRIL 23

0830 - 1000

ENERGY AND SUSTAINABILITY
SHERMEEN AHMED KHAN

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

Topic: Investment Considerations for Renewable vs Fossil Fuel Power Plants

Case: Coal, Nuclear, Natural Gas, Oil, or Renewable: Which Type of Power Plant Should We Build?

Assignment:

1. How was PowerCo performing financially?
2. What are the business risks facing PowerCo?
3. What are the key factors influencing investment decisions at PowerCo?
4. Which option should Waterford recommend, and why?

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: TBC

Read:

1. Future of Shopping
2. Get the Right Mix of Bricks and Clicks (*Skim*)

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: TBC

Read:

1. Future of Shopping
2. Get the Right Mix of Bricks and Clicks (*Skim*)

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: IT and Operations

Case: The ITC eChoupal Initiative

Assignment:

1. What was ITC's motivation for creating the eChoupal?

2. What were the old and new physical flows and information flows in the channel?
3. What principles did it employ as it built the newly-fashioned supply chain?
4. What barriers did ITC face in embarking on this project?
5. How should ITC develop this platform for the future?

WEDNESDAY, APRIL 24

0830 - 1000

ENERGY AND SUSTAINABILITY **SHERMEEN AHMED KHAN**

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

Topic: From Brown to Green: Navigating the Transition

Case: David Crane's Clean(er) Energy Strategy at NRG

Assignment:

1. What was NRG's energy mix?
2. Should NRG have diversified into clean energy?
3. What could David Crane have done differently?

Read: Leadership and the Climate Change Challenge," 6:46,
(<https://www.youtube.com/watch?v=nD4UJnRELUG>)

1000 - 1015

Tea break

1015 - 1145

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

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

Topic: Leading Projects

Case: Delhi Metro Rail Corporation

Assignment:

1. What should DMRC do regarding the collapsed bridge at Zamrudpur?
2. Would you consider DMRC a success story despite this accident?

3. What factors, in your opinion, have contributed to DMRC's success and failures?
4. What changes would you propose to DMRC's strategy, structure, and management systems?

Read: 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)

Topic: Sports Industry

Case: The Indian Premier League

Assignment:

1. How do BCCI and the franchisees make money in IPL?
2. What seem to be the key success factors of IPL?
3. Going forward what actions would you propose to strengthen the league?

Read: Indian Premier League: Bollywood and Entrepreneurship
Transform a Sport

1330 - 1400

Break

1400 - 1530
(Section A)

SUPPLY CHAIN MANAGEMENT
SHAKEEL S JAJJA

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

Topic: Balance of Tripple Bottom Line of Supply Chain

Case: Apple and Its Suppliers: Corporate Social Responsibility

Assignment:

1. Identify the multiple levels of analysis at play for Apple as it addresses the CSR challenges in its supply chain.
2. Is Apple responsible for the alleged human rights violations that occurred?

3. Would onshoring, insourcing, or a combination of the two represent a suitable response to Apple's problems?
4. If Apple continues on the current path, what should it do differently?
5. Is it responsible for Apple to apply different ethical standards to different countries?
6. Should firms such as Apple maximise their profits, or should they sacrifice some profits to do good?
7. Have these CSR problems at Apple had a meaningful impact on the bottom line?
8. What is the role of media, including social media, in shaping CSR expectations?
9. Does Apple face an industry-specific issue, or do the same issues appear in other industries?
10. If you were in the position of Jeff Williams, what, if anything, would you do differently?

Read:

1. Don't Tweak Your Supply Chain – Rethink It End to End
2. The Influence of Institutional Pressures and Organisation Culture on Supplier Social Compliance Management Systems (*Skim*)

1530 - 1545

Break

1545 - 1715
(Section B)

SUPPLY CHAIN MANAGEMENT
SHAKEEL S JAJJA

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

Topic: Balance of Tripple Bottom Line of Supply Chain

Case: Apple and Its Suppliers: Corporate Social Responsibility

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Read:

1. Don't Tweak Your Supply Chain – Rethink It End to End
2. The Influence of Institutional Pressures and Organisation Culture on Supplier Social Compliance Management Systems (*Skim*)

THURSDAY, APRIL 25

0830 - 1000

ENERGY AND SUSTAINABILITY
SHERMEEN AHMED KHAN

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

Topic: Energy Economics, Net Zero Challenges, and Stakeholder Expectations

Case: Duke Energy: Powering a Plan Toward Net Zero

Assignment:

1. When should Duke Energy replace the coal assets in the portfolio? Earlier or later? Why?

2. With what should they replace these assets? Renewables, gas or nuclear?
3. What is the total cost of this transition and how might it impact customer rates?
4. How should Boyce anticipate the pushback from various stakeholders and what is the message to them about why recommended plan is the best possible?

Read: Tools: Generation Mix Planning Spreadsheet (.xls)

1000 - 1015

Tea break

1015 - 1145
(Section A)

CHANNEL MANAGEMENT

M. LUQMAN AWAN

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

Topic: E Channels

Case: Hindustan Unilever Mulls Over E-grocery Market Options

Assignment:

1. What are the challenges faced by E-commerce (and especially e-grocery) retailers in India? Discuss possible ways to handle these challenges.
2. Should HUL enter the e-grocery field?
3. If HUL decides to open an e-grocery store, what should its strategy be, and which e-grocery model should it follow?
4. What kind of technical & digital capabilities would HUL need to be successful in the e-grocery sector?
5. Should HUL enter the e-grocery arena with a full range of products or only a select number of products?

1145 - 1200

Break

1200 - 1330
(Section B)

CHANNEL MANAGEMENT

M. LUQMAN AWAN

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

Topic: E Channels

Case: Hindustan Unilever Mulls Over E-grocery Market Options

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5. Should HUL enter the e-grocery arena with a full range of products or only a select number of products?

1330 - 1400

Lunch break

1400 - 1530

NEGOTIATION SKILLS

GHUFRAN AHMAD

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

Topic: Mediation

Exercise: To be provided in the class.

Assignment:

1. What role you as a mediator or arbitrator can play in conflict resolution?
2. Under what conditions the alternative dispute resolution process is likely to be effective?
3. What barriers may prevent you from resolving conflicts and negotiating agreements?
4. How a conflict changes the behavior of contending parties?
5. What different mediation techniques you can use and how context may influence the choice of your intervention?
6. What intervention roles and strategies you may employ while mediating conflicts and what factors may influence the suitability of roles and strategies?

Read: Third-Party Intervention

1530 - 1545

Break

1545 - 1715

THE BUSINESS OF ENTERTAINMENT
EHSAN UL HAQUE

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

Topic: Sports Industry

Case: Othellonia: Growing a Mobile Game

Assignment:

1. Was using an offline community management approach the right decision when launching the game? Why?
2. What should be the top priority for Othellonia: To acquire new users, increase engagement and retention, or improve monetization?
3. What type of promotional activity should Othellonia team invest in?

1715 - 1915

Break

1915 - 2045

OPERATIONS STRATEGY
AHSAN UMAR

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

Topic: Competing On Cost Versus Competing On Availability

Case: New Balance Athletic Shoe, Inc.

Assignment:

1. What are the key elements of the New Balance business strategy? What are the key elements of its operations strategy? How well does the operations strategy fit the business strategy?
2. How well do the Lean operations and the Toyota Production System translate to the New Balance environment? How realistic are the NB2E goals?
3. How should the company respond to the Adidas-Reebok merger? Should it change (e.g. less domestic production) or continue the current strategy?

4. Assuming some reasonable value for domestic labor cost (to establish the value of pair of shoes) what is the premium for domestic manufacturing? Given the significantly shorter lead-time, however, this will also yield inventory savings. What would these inventory savings be as compared to New Balance stocking these warehouses based on 9-week lead-time from Asia? What are the implications of this in terms of realistic?

Read: Cross-Cutting Capabilities: Lean Operations, Quality, and Flexibility

FRIDAY, APRIL 26

0830 - 1000

ENERGY AND SUSTAINABILITY **SHERMEEN AHMED KHAN**

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

Topic: Policy, Regulation, and Governance for Sustainable Energy

Case: Sasol: Trade-Off Considerations for a Just Transition

Assignment:

1. Who are the key stakeholders that Harrington needs to consider?
2. How should Harrington and Sasol engage with the key non-market stakeholders?

Read:

1. “Addressing Climate Goals and the SDGs through a Just Energy Transition? Empirical Evidence from Germany and South Africa,”
2. International Labour Organization “Climate Action Needs to Ensure a Just Transition to a Greener Future” 1:35, (<https://www.youtube.com/watch?v=V3HtQBc83EQ>)
3. CreamerMedia, “Sasol Sets Out Plan to Cut Emissions by 10% by 2030,” 5:02, (<https://www.youtube.com/watch?v=FxzduNjd-5o>)
4. TedxTalks, “Why the Just Transition Is Important for South Africa and Business | Shamini Harrington | TEDxBUSA,” 7:19, (<https://www.youtube.com/watch?v=AyxDOGfG5Is>)

1000 - 1015

Tea break

1015 - 1145

NEGOTIATION SKILLS **GHUFRAN AHMAD**

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

Topic: Negotiating extreme disputes

Case: Mediterranean Textile Company: Negotiating for the Release of Hostages

Assignment:

1. Assess the gravity of the situation Mr. Usman Khan and MTC are currently encountering?
2. What are the factors that led to the current situation?
3. What specific negotiation goals Mr. Usman Khan should have?
4. What are the consequences of the options available to Mr. Usman Khan?
5. Discuss the impact on MTC and acceptability of each demand of workers?
6. How should Mr. Usman Khan go about resolving the conflict between MTC management and the labor union?

Read: Extreme Negotiations

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.

1700 - 1730

Break

1730 - 2030
(Joint)

CHANNEL MANAGEMENT
M. LUQMAN AWAN

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

Work on the Project