LUMS

SDSB GAZETTE

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of
Suleman Dawood School of Business

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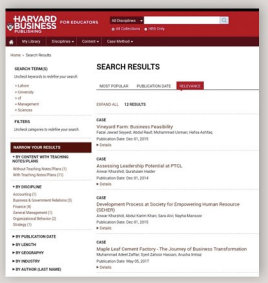
October 2017

sdsb.lums.edu.pk

Case Studies / Research at SDSB

LUMS Case Collection Live on the Harvard Business Publishing Catalogue



Last year, Harvard Business School Publishing (HBSP) approved the distribution of SDSB-LUMS cases on its online catalogue as a content partner. Selected SDSB cases are now available online through HBSP for educators worldwide. SDSB is the seventh institution in Asia and fourth in South Asia to have its case collection on Harvard. This is an important milestone for the school and will make SDSB cases globally accessible. To celebrate this achievement, and to acknowledge the efforts of the Case Research Centre team, a small ceremony was organised on 27 October 2017 in the SDSB Faculty Lounge.

New Cases

Beef Value Chain in Pakistan: Challenges and Opportunities

Authors: Dr. Fazal J. Seyyed, Dr. M. Adeel Zaffar, Mr. M. Hyat Jaspal, RA Hafsa Ashfaq
LUMS No: 13-105-2017-2

More than 8 million families in the rural areas of Pakistan are involved in raising livestock as an integral part of the agricultural sector. The livestock sector contributes 11.8% to the national GDP of Pakistan. After milk, meat (beef, mutton, and poultry) is one of the major products of livestock. The total meat production in Pakistan has increased from 3.095 million tons in 2010-11 to 4.061 million tons in 2016-17, indicating an annual compound growth rate of 5.6%. Despite rapid growth in meat production and a sizable livestock population, the volume of meat is not sufficient to meet local demand and capitalise on the rapidly growing global demand for halal meat. A number of factors including poor livestock management practices, improper rearing of animals, and inherent inefficiencies in the meat value chain continue to limit realisation of the sector's full potential. The primary objective of this note is to map the beef value chain from breeding of live animals to consumption of beef by the final consumers. It focuses on each stage of the value chain by analysing the current practices, identifying challenges, and highlighting opportunities to develop the beef sector of Pakistan. This note is available to faculty and can be obtained by sending an email request to **shafqat.bhatti@lums.edu.pk**

Dr. Adeel Zafar *Dr. Fazal Jawad Seyyed*

STRATEGIC SECTOR RESEARCH CENTRE

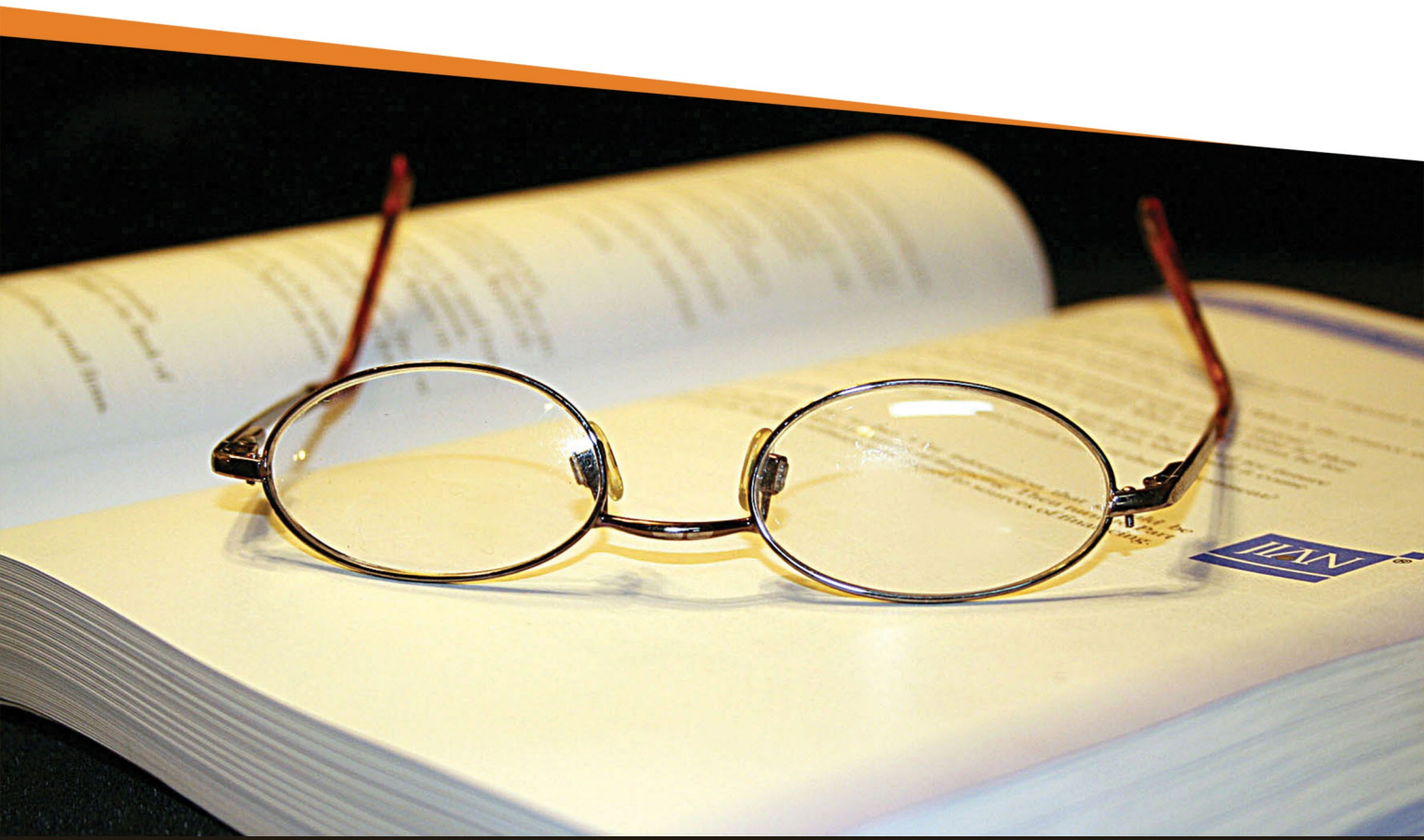
Mediterranean Textile Company: Negotiating for the Release of Hostages

Authors: Dr. Ghufran Ahmad, Mr. Danish Rasheed
LUMS No: 05-771-2016-1

This is a unique case that touches upon multiple dimensions of the operations of a multinational corporation in foreign countries. The case is structured around a specific issue of negotiating for the release of hostages in the wake of political and economic turmoil during the Tahrir Square Revolution in Egypt in 2011. The CEO of Mediterranean Textile Company (MTC), Mr. Usman Khan, finds himself perplexed about how to resolve the conflict in his company, which has been divided into two factions due to the political crisis. Some managers, mostly Pakistani expatriates, are being kept as hostages by the Egyptian workers who are asking for more lucrative salaries and working terms. How Usman plans to handle this situation and negotiate with the union representatives is consequential for MTC. This case is available to faculty and can be obtained by sending an email request to **shafqat.bhatti@lums.edu.pk**

Vol 14. Issue 2 of Asian Journal of Management Cases Published

Asian Journal of Management Cases Volume 14 Issue 2 has been published. AJMC is a peer-reviewed journal edited by the faculty at SDSB-LUMS and published through Sage Publications. The journal aims at providing high quality teaching material to academics, consultants, and management developers, through case-based research on management practices in the socioeconomic context of developing Asian countries.

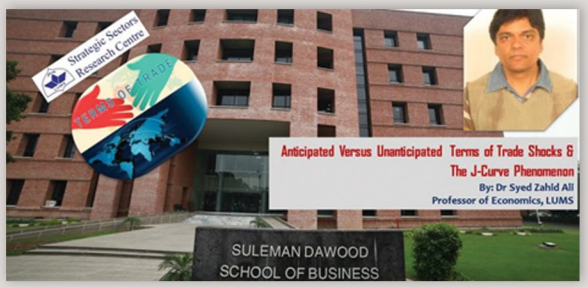


STRATEGIC SECTOR RESEARCH CENTRE

Seminars at SDSB

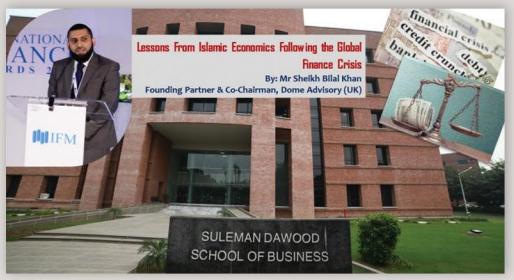
SSRC conducted three seminars at SDSB in October 2017. The topics of these sessions engulfed areas of CPEC, Islamic Finance and Economics, and Unanticipated Terms of Trade. Below are the details:

1. Anticipated Versus Unanticipated Terms of Trade Shocks & The J-Curve Phenomenon



Dr. Syed Zahid Ali is a Professor of Economics at LUMS and spoke of using a dynamic stochastic general equilibrium (DSGE) model, to examine the impact of anticipated and unanticipated terms of trade (ToT) shocks on aggregate output, inflation and the trade balance (TB) which allows an alternative explanation of the J-curve phenomenon. One finds that an unanticipated ToT shock increases real output as well as inflation but the J-curve phenomenon may not exist under a certain condition. This seminar took place at SDSB on Friday, October 27, 2017.

2. Lessons from Islamic Economics Following the Global Finance Crisis

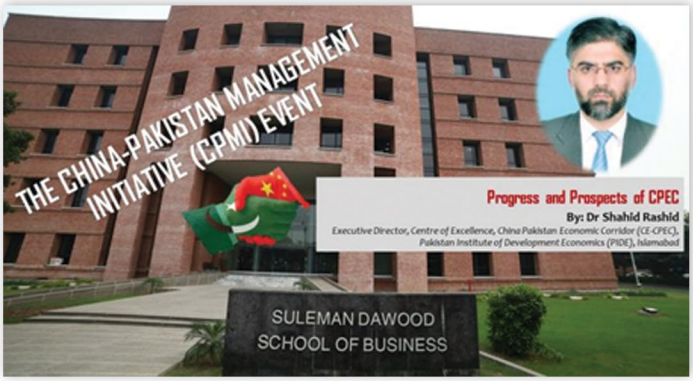


Sheikh Bilal Khan, Co-author of 'International Takaful Report: Shari'ah and Legal Analysis', holds an LL.B (Hons), MA and MBA from various British universities as well as BA and MA from Darul Uloom Karachi. In the global Islamic Finance industry, he is uniquely positioned as both an English qualified lawyer from the 'Magic Circle' law firm Linklaters and an award-winning Shari'ah Scholar.

Sheikh Bilal is an honorary Freeman of the City of London and currently a Catalyst at the UK Government Department for International Trade (DIT) and Senior Adviser to several British All Party Parliamentary Groups (APPGs), working in close collaboration with the British Foreign Office, UK Parliamentarians and the City of London Corporation to strengthen strategic relationships between the UK and countries across Middle East, Asia and Africa.

In his capacity as a Shari'ah Scholar, he also serves as an adviser to the Shari'ah Standards Review Committee of the Accounting and Auditing Organisation for Islamic Financial Institutions (AAOIFI) and Takaful Panel Member of the International Cooperative and Mutual Insurance Federation (ICMIF).

3. Progress and Prospects of CPEC by 'China-Pakistan Management Initiative'



Dr. Shahid Rashid is the Executive Director of the Centre of Excellence of the China Pakistan Economic Corridor (CE-CPEC), Pakistan Institute of Development Economics (PIDE), in Islamabad. The CE-CPEC is envisioned as an apex research center to work as a think tank to reap the true spirit of the CPEC portfolio; energy, infrastructure, Gwadar and industrial cooperation to support the broader initiatives namely Pakistan Vision 2025 and One Belt One Road (OBOR). He talked about the current projects of CPEC and its socioeconomic impacts; the prospects of CPEC for the business community and the society at large. He also discussed the future of CPEC and the way forward. He had an interactive session and also shared factual and research based responses to frequently asked questions by the business community and society on this topic. This event took place on Friday, October 6, 2017.

CENTRES AT SDSB

SOCIAL ENTERPRISE DEVELOPMENT CENTRE

Learning Needs Assessment (LNA) for Kashf's Management Training Programme

SEDC conducted a Learning Needs Assessment (LNA) with the Kashf foundation as part of its Strategic Management and Leadership Skills Training programme. Senior faculty, Dr. Anwar Khurshid and Dr. Ghazal Mir Zulfiqar, conducted the LNA and identified key issues and challenges faced by Kashf's senior management.

Senior management has to deal with a multitude of new pressures, challenges and risks, necessitating them to uphold the highest standards of leadership and effective execution of their roles. Whether it is team management, effective communication, gender sensitivity, task oriented output or leadership challenges of the top team, The Strategic Management and Leadership Skills Training addresses these unique issues and helps promote sound governance.

In the course of this programme, senior managers will learn best practices in management, how to leverage their skills to effectively lead, assemble and analyse the right level of information, rise to the challenges of changing times and effectively align the interests of individuals, teams and the organisation. SDSB's senior and experienced faculty like Dr. Ehsan ul Haque, Dr. Arif Nazir Butt, Dr. Anwar Khurshid and Dr. Ghazal Mir Zulfiqar were engaged in the programme.

RAUSING EXECUTIVE DEVELOPMENT CENTRE

In a highly collaborative environment, REDC offered a wide range of focused open enrollment and customised programmes. All these programmes had a common aim i.e. to enable participants to manage businesses more effectively and deliver positive, immediate and lasting impact.

REDC offered four of its hallmark open titles in the months of September & October 2017

1. 4-day intensive programme on '**Project Management**' was offered. This programme has very high demand and therefore it is repeatedly offered at REDC. It provides executives with a new perspective on project planning, controlling and execution. This programme took place from September 19 to 22, 2017, and was led by Programme Director Dr. Zehra Waheed and supported by Dr. Jamshed Hassan Khan and Dr. Arif Rana.

2. '**Building Impactful Brands – Ideas for Action**' is one of the most sought-after programmes at REDC. The programme prepares executives to identify opportunities for sustainable growth and helps develop a clear understanding of how brands are created, evolved and revived. This programme took place from September 26 to 29, 2017, and was led by Programme Director Dr. Adnan Zahid and supported in teaching by Dr. Ehsan Ul Haque and Dr. Moeen Naseer Butt.

3. REDC conducted '**Growth & Continuity in Family-Run Businesses**' for board members of family enterprises. The programme took place in Karachi from October 13 to 14, 2017. Dr. Arif Iqbal Rana - Programme Director, led this programme and was supported in teaching by Dr. Muhammad Shakeel Sadiq Jajja. Here, key challenges related to growth, professionalisation, internationalisation and sustainability of family business were addressed.

5. 5-day residential programme on '**Leadership for Senior Executives**' took place at REDC during October 9 – 13, 2017. This exercise is an immersive learning experience, offering a unique and unparalleled opportunity to create transformational leadership journey with an emphasis on building collaborative networks to drive organisational growth. Classroom teaching was supported by aspirational talks by iconic business leaders: Mr. Syed Babar Ali, Mr. Abdul Razak Dawood, Mr. Syed Wamiq Bukhari and Mr. Zaffar A. Khan.

Under its custom portfolio, REDC strengthened education sector's capacity on one hand through '**Understanding and Applying Case Based Learning**' for University of Management and Technology and on the other hand continued conducting a series of its corporate leadership programmes for Unilever Sales team. The programmes were well received by the participants with key appreciation for interactive learning pedagogy, teaching expertise, in-depth knowledge of the faculty team, high quality of programme management and centre's ambiance and support. In continuation of our Open Programmes for top management, we have '**Marketing in the Digital Age**' and 'Management Development Programme' planned for the months of October and November.

CENTRE FOR GOVERNANCE & PUBLIC MANAGEMENT

Centre for Governance & Public Management held first of its Governance Lecture Series in this academic year, titled 'Virtual Space and Democracy in Pakistan' on the 20th of October 2017. The speaker for this talk was Mr. Muhammad Jibran Nasir, who is a lawyer and socio-political activist in Pakistan. During the session, Jibran talked about his social relief work with Elaj Trust and his active advocacy for marginalised communities through his organisation: 'Pakistan for All'. He explained that through this forum, he is working on creating and strengthening the counter extreme narrative through 'Never Forget Pakistan'. He also spoke about freedom of expression and governance of the virtual public sphere in Pakistan and shared anecdotes of his own journey and the powerful role of social media. Jibran spoke on topics of extremism and social taboos and offered ways to remedy the situation. This event was open to LUMS community and alumni.

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Life at
SDSB

Approximately 350 students are accommodated through SDSB Office of Undergraduate Student Advising during Summer 2017 & Fall 2017

MBA Experiential Learning I (SEED)

On **Friday, October 20, 2017**, EL1 invited seasoned alumni as guest speakers to chat with the students. Ms. Ayesha Naweed (MBA 1988); Mr. Naweed Sharif (MBA 1988) Corporate Head, United Bank Limited; Mr. Aamir Chaudhry (MBA 2002) Business Manager, ICI Pakistan Limited; and Mr. Affaan Sherwani (MBA 2017) Graduate Recruit, ICI Pakistan Limited were part of this activity.

The guest speakers spoke with MBA students about the importance of maintaining a balance between skills and relationships in life. The pioneer students referred to the philosophy of SDSB as Eleaticism and elaborated it as elite in performance, professionalism, and mannerism attributing the current generation as the guardian of the prestige attached to the LUMS brand name. They also highlighted the importance of 'not giving up' and 'never losing heart' no matter what the odds. Mr. Aamir and Mr. Affaan highlighted the importance of maintaining a balance between competency and empathy to help to connect individuals from the lowest to the highest strata within the organisation. Both the speakers also highlighted the repositioning of ICI in Pakistan and they urged the students to look at ICI as a potential employer.

On **Friday, October 13, 2017,** SDSB invited senior executives from the digital business side. Mr. Badar Khushnood, CEO at Bramerz, spoke with MBA students about the importance of operations management in the entire value chain and ways to make it more effective in local industry as part of Experiential Learning I. Mr. Badar had served as Country Consultant for Pakistan at Google Inc. and Twitter. Mr. Ashar Shami is a Consultant at Global Data, and he spoke to MBA students about industry expectations and ways to improvise on opportunities. Mr. Shami is a LUMS Alum from MBA Class of 2000. Mr. Adeel Rafiq, spoke with MBA students about the operations management in the Potato Industry and its global positioning. Mr. Rafiq is a LUMS Alum from MBA 2000.

SDSB invited senior executives from Packages namely Mr. Khurram Raza – Chief Financial Officer, and Mr. Sajjad Iftikhar – Chief Investment Officer at Packages. They shared their varied professional experiences with the students to help them understand the industry.

SDSB Partners with Bayt.com

We are proud to announce that SDSB has joined hands with Bayt.com to power its Student Services Portal. It is a globally renowned end-to-end Applicant Tracking Solution that enables quicker and smarter applicant management through an easy-to use interface. The goal for this partnership is simple; an improved candidate experience by facilitating recruitment processes from both local and global employers. This is an achievement for the MBA Placement Office as moving forward in the direction of internationalisation of the graduate degree.

For orientation to the new portal, MBA Placement Office invited Ms. Ammara Zubair (Career Services Consultant) and Ms. Bakhtawar Awan (HR Manager) from Bayt.com who conducted a session on the registration process of the new portal and also shared job search techniques for MENA region with the students.

McKinsey Information Session for upcoming Recruitment Cycle

McKinsey & Company visited LUMS for their Young Leadership Programme Fellow 2018 on the 4th of October 2017. The Fellow Programme is an entry level stream for consultants with a Bachelor's and/or a Master's Degree. Candidates in Pakistan Office will take responsibility in problem solving for assigned client engagements. They will play a key role in contributing to the team's final recommendations through fact-based analysis they have carried out earlier. Mr. Salman Ahmed, Senior Partner McKinsey Dubai guided students about life in management consulting and informed them about the company recruitment process. He discussed four key steps to join McKinsey & Co. with the students:

- Resume Screening
- Problem Solving Test
- Personal Experience Interviews
- Case Interviews

SDSB Participates in the 'Belt and Road' Business Education Forum, China

The International Business Education Forum hosted by Lanzhou University, Foreign Affairs Office of Gansu Provincial People's Government, Dunhuang Municipal Government, and organised by School of Management, Lanzhou University was held in Dunhuang, Gansu, China on September 27, 2017. SDSB was one of the international schools which participated in this event in China. At the forum, Dean Dr. Jawad Syed, said that the construction of the 'Belt and Road' offers an unprecedented opportunity for Pakistan." China Telecom has expanded its business to Pakistan and a 'Digital Silk Road' in South Asia is just around the corner," he said. Dr. Syed further added that the China–Pakistan Economic Corridor (CPEC) is rapidly improving Pakistan's infrastructure and is estimated to have created 150,000 jobs. At present, Pakistan has planned many special economic zones (SEZs) and is in urgent need of young business talent. He also pointed out that the Business School is striving to provide the needed talent. Dr. Omair Haroon, Director of China Pakistan Management Initiative (CPMI), SDSB also accompanied Dr. Syed on this Forum.

Regulatory and Corporate Affairs Experts Speak about Public Policy in the Digital Age

Mr. Syed Ali Naseer, Chief Corporate and Regulatory Affairs Officer, Jazz and Mr. Jordan Condo, Group Director, Corporate and Public Affairs, VEON Ltd. visited the SDSB on October 11, 2017 and met with faculty and students for a session on 'Public policy in the digital age.'

Chief Branding Officer Mr. Peter Arnell & Digital Group Director Mr. Gabriel Giordani at VEON share their thoughts on Creativity and Branding with SDSB community

Peter Arnell, Chief Branding Officer and Gabriel Giordani, Group Director Products from VEON Ltd. visited the SDSB on October 10, 2017 and met faculty and students. Mr. Arnell's talk on 'The magic of Branding' was very well received and extremely inspiring for the session attendees.

Najam Sethi Speaks about the Rise of the Commercial Sports Industry in Pakistan

Chairman Pakistan Cricket Board (PCB) and Pakistan Super League (PSL), Mr. Najam Sethi spoke to SDSB undergraduate students enrolled in the Sports Management Course on September 29, 2017. The title of the session was 'The Pakistan Super League - Sports Management and the Rise of the Commercial Sports Industry in Pakistan.'

SDSB Faculty Honoured with Excellence Awards

In the last academic year (2016-17), several SDSB faculty members exhibited excellence in Teaching, Case Writing and Research. To acknowledge and appreciate this extraordinary performance, the School awarded the faculty for their high achievements. SDSB is proud of their accomplishments and hope that these awards will further strengthen the culture of excellence in the Business School. The awards were presented in three categories of "Teaching Excellence, Case Excellence and Research Excellence". The ceremony took place on Monday, 6th October 2017 in SDSB Faculty Lounge. The awards were distributed by Vice Chancellor Dr. Sohail Naqvi and Dean SDSB Dr. Jawad Syed to the esteemed SDSB faculty.

UPCOMING EVENTS

Administrative Faculty Appointments at SDSB

Excellence in Participant Centred Teaching –Workshop for SDSB Faculty

Date: 10th, November 2017, Friday

Excellence in case teaching and case writing is an integral part of SDSB. This workshop will give the participants an opportunity to become familiar with methodology of case method teaching, the importance of the case method in graduate programmes, student-teacher contract, questioning, responding and controlling the class, course content, and eventually writing a case.

Call for Papers Asian Management Research and Case Conference 2018

Date: 23rd & 24th, March 2018, Friday & Saturday

SDSB and its partners invite submissions for the 7th Asian Management Research and Case Conference 2018 on 23rd & 24th, March 2018 at the Pearl Continental Resort in Bhurban. The theme of the conference is Convergence or Divergence: Emerging Trends in Management Research and Cases in Asia. A conference subtheme is China's One Belt, One Road Initiative: Implications for Management & Organisations in Asia.

For details visit: **https://amrc.lums.edu.pk/call-papers-0**

Centre for Governance & Public Management

- **CGPM in collaboration with SEDC is conducting a Grant Writing Workshop for LUMS Faculty members**
  Date: November 3rd, 2017, Friday

- **Governance Lecture series on' Improving Urban Slums and Abadis'- talk by Tasneem Siddiqui**
  Date: November 16th, 2017, Thursday

- **CGPM International Conference on Creating Inclusive Organisational & Public Spaces**
  Date: March 30th & 31st 2018, Friday & Saturday

Social Enterprise Development Centre

• **Grant writing workshop for Faculty:**

SEDC, in collaboration with the Center for Governance and Public Management (CGPM) is conducting a Grant Writing Workshop for faculty on November 3rd, 2017. The workshop aims to equip the faculty with effective skills in preparing successful research and project grants. For this purpose, experts like Professor Dr. Sohail Jehangir Malik, President and Chairman, Innovative Development Strategies (Pvt.) Ltd. and Professor Dr. Stephen Davies, Senior Fellow, International Food Policy Research Institute have been brought on board to facilitate the interactive workshop.

• **SEDC – KASHF Strategic Management and Leadership Skills Training Programme:**

The 4-day training programme customised for Kashf's management will be held from 7th to 10th November 2017. The programme addresses key issues such as the need to build the capacity of the organisations' management and leadership in the areas of strategic management, gender sensitivity and effective team management. In addition, it will emphasise behavioural competencies needed to make leadership efficient and effective.

Welcome Dinner for MBA and EMBA 2019

Continuing with the tradition, the senior MBA and EMBA classes will formally welcome the MBA and EMBA class of 2019 to LUMS with a dinner celebration on Friday, November 3

CEOs AT LUMS - FOCUS GROUP DISCUSSION

SDSB, LUMS CEO's Forum is an initiative by SDSB which will bring together C-Level executives and senior management of various organisations in Pakistan. This forum is going to be the pioneer platform of CEOs and Senior Executives to serve the CEOs Community in and outside Pakistan. It will facilitate and promote the role of CEOs, Senior Executives, and the SDSB faculty to add a more meaningful value to the country's economic, social and cultural advancement through exchange of ideas, experiences and industry-academia linkages. The forum is going to kick start with a discussion session and focus group on Thursday, November 9, 2017 at SDSB.

IN
FOCUS

Faculty in Focus

Dr. Omair Haroon is working as Assistant Professor - Tenure Track in the SDSB. Dr. Haroon obtained his PhD in Accounting from The Hong Kong Polytechnic University, Hong Kong in 2015, where his research inquired into financial reporting choices and their impact on capital markets' perception of the firm with particular focus on earnings management. In his spare time, he likes to read books and travel. He can be reached at: **omair.haroon@lums.edu.pk**

Staff in Focus

Mr. Aarish Khan is currently working as Officer at SDSB Accreditation & Quality Enhancement. He has earned a Master's degree in Quality and Performance Management from University of the Punjab. Prior to joining Lahore University of Management Sciences, he was working with the University of Management and Technology. He has also gained experience in customer relations in companies like Telenor and PTCL. He can be reached at: **aarish.khan@lums.edu.pk**

Suleman Dawood School of Business

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