



# **LAHORE UNIVERSITY OF MANAGEMENT SCIENCES**

## **List of Cases/Industry Notes**

**March 2017**

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**LUMS CASE RESEARCH CENTRE**  
**List of LUMS Cases/Industry Notes**  
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## ACCOUNTING & CONTROL

### PRE-PROCUREMENT AUDIT FOR PUBLIC SECTOR PROJECTS

Ashraf J, Bhatti A

The case has been developed to highlight the approach and challenges faced by auditors of public sector procurement projects. The focus in the case is on the pre-procurement stage of the procurement life cycle, i.e., needs assessment and options appraisal. Auditing the pre-procurement phase is a critical but challenging activity. It requires auditors to evaluate the evidence about the actual utility of the project in fulfilling a specific social need and that all other options for catering to that need were diligently explored before making a decision about the chosen option. Governments, especially in developing countries, are often criticized for spending precious public money on development projects that do not offer the best value for money. Governments often reject these criticisms on the grounds that their opponents are criticizing the projects for political considerations. However, in the absence of an independent procurement audit performed on a project, such criticism (or the defence) is seen by the general public as mere political rhetoric. It is only through a proper procurement audit that the public gains assurance that it was indeed an economically and socially worthwhile project. However, establishing the need of a project is often a matter of judgment by political leaders on the basis of the technical advice received from the experts in the area in which the procurement is taking place. This requires auditors to carefully consider the work of experts, making the audit process more complex. Rawalpindi MetroBus Service (RIMBS) was one such controversial project which commenced in February 2014 with an expected completion date of February 2015. From its inception, the project was surrounded by considerable controversy and debate. Press reports suggested that the need for such an expensive transport system was not established and other less expensive options were not being considered. Environmental issues were also highlighted considerably in the press. The case describes a scenario where the audit team is performing an assignment in which they are required to audit the pre-procurement phase of the project addressing the same questions. The case situation and assignment questions allow students to understand the complexities of such assignments and the process that should be followed by auditors to carry out them out.

**Subject:** Accounting and Control  
**Teaching Note:** Yes  
**LUMS No.:** 01-518-2016-1

### WHERE IS MY CASH?

Alam A, Abidin S Z

This case covers a wide array of topics including preparing projected financial statements based on the given assumptions and the importance of cash management in a small business. The protagonist (Sahar Atif) who is a fashion designer is reminded by her husband that her business is not making enough cash. She asks her accountant to look into the matter and explain to her the reason(s) for decreasing cash balance. The case asks the reader to prepare cash flow statement for the period ended June 30, 2015 based on the comparative statements given in the case and also make projected cash flow statement for the period ended June 30, 2016, based on the set of assumptions given in the case. Students first will have to make a projected balance sheet and income statement before making cash flow statement for 2016. The case also highlights brand value and goodwill, which can encourage a discussion on internally generated intangibles versus purchased intangibles. It is a rich case, which would require students to find the reasons for cash mismanagement based on the case flow statement and projected financial statements. After preparing the projections for the year ended June 30, 2016, they would find out the cash position of the business. This comparison of the two periods would enhance their understanding of the business as well as the cash management for a small business.

**Subject:** Accounting and Control  
**Teaching Note:** Yes  
**LUMS No.:** 01-517-2016-1

### MITCHELL'S FRUIT FARMS LTD

Rauf A, Seyyed F J

Omer, a fresh graduate who worked as a junior equity analyst at Frontier Asset Management Company (FAMC), was given the task of preparing a performance evaluation report on Mitchell's for presentation to the Investment Committee of FAMC (a non-real, stylized asset management company). FAMC had been contemplating increasing exposure to the food sector and Omer's manager, Ali, thought that Mitchell's would be an attractive candidate for the

company's portfolio as it was a well-known brand and the oldest name in its line of products. Omer was relatively new to the area of financial analysis so he decided to employ the tools and techniques he had learnt at a local business school. He wanted to assess the financial performance of the company over the last five years and determine the attractiveness of Mitchell's as a potential candidate for investment. Having collected sufficient information and financial data, Omer still needed to figure out how to convert all this data into a realistic and meaningful recommendation report for his manager. A number of questions kept resonating in his mind as he started the analysis of the company. Were the profitability trends sufficient and sustainable to predict satisfactory future performance? Did the company have sufficient liquid resources to meet its financial obligations and investment requirements? Was Mitchell's appropriately financed? Was the company efficiently utilizing its resources in generating profits to sustain healthy growth?

**Subject:** Accounting and Control  
**Teaching Note:** Yes  
**LUMS No.:** 01-516-2016-1

## **ESSENTIALS OF FINANCIAL STATEMENT ANALYSIS**

**Alam A**

The purpose of financial statement analysis is to help users make better business decisions. These users include both internal and external decision makers to the company. Managers or internal users want information to improve company efficiency and effectiveness in providing goods and services. They also need information to gauge how successfully the company has performed, not only relative to its own past performance but also relative to its competitors in the industry. External users, which include shareholders, lenders, directors, customers, suppliers, regulators, lawyers, and brokers, want information to assess the financial stability of the company for various reasons. All users of financial statements want information which would allow them to evaluate a company's past and current performance based on which they could forecast future performance and mitigate risk attached to their own company as well as risk attached to their vendors, customers and business partners. Managers set goals related to various aspects of their businesses, ranging from cost cutting or revenue increase goals to achieving higher production efficiency goals. At the end of the year, to understand whether their set goals have been achieved, managers must use various techniques to analyse a company's financial statements. This note will focus on four building blocks of ratio analysis: (1) liquidity and efficiency (2) solvency (3) profitability and (4) market prospects. In addition to the ratio analysis, this note will also discuss horizontal analysis—comparison of a company's financial performance across time and vertical analysis—comparison of a company's performance to a base amount.

**Subject:** Accounting and Control  
**Teaching Note:** No  
**LUMS No.:** 01-004-2016-2

## **PAKISTAN RAILWAYS A -COSTING CASE**

**Ashraf M J, Bhatti A**

The raison d'être of the discipline of management accounting is to enable managers to use accounting information for better decision making. In real life situations, however, managers are pressed for time, and they make decisions under uncertain conditions. Extracting relevant information may not be as easy. Nonetheless, there is undoubtedly a clear link between better quality accounting information and better business decision-making. This case has been written with an objective of making students explore the financial information needs that will enable them to make better business decisions in the context of Pakistan Railways, a public sector firm facing seriously financial difficulties. The case also provides students with an opportunity to appreciate the time and effort that may be involved in extracting relevant financial information. Lastly, based on the information needs and the difficulties faced in getting the relevant information, students can suggest the design of a management accounting information system that will help overcome these data extraction problems in the future.

**Subject:** Accounting and Control  
**Teaching Note:** Yes  
**LUMS No.:** 01-515-2015-1

## **PAKISTAN RAILWAYS WORKSHOPS**

**Ashraf M J, Bhatti A**

The case describes a situation where a team of consultants are finalizing their recommendations about an appropriate

costing system for the Workshops Division of Pakistan Railways (PR). At the same time, they have to recommend, whether Steel Shop should sell certain products at prevalent market prices or not. The recommendation is important because it can have a bearing on the profitability of the Workshops Division, which is linked to the sustainability of the organisation. The setting of the case brings to light the problems that managers of state enterprises face while making managerial decisions. The case also illuminates consultant-client relationship dynamics and its implications for the advice that comes from the consultant. The case is a useful pedagogical resource for generating discussion on understanding product costs, the design of cost accounting system and costing of products for different purposes, e.g., pricing, relevant costs, and decision making.

**Subject:** Accounting and Control  
**Teaching Note:** Yes  
**LUMS No.:** 01-514-2015-1

**AMAL (HOPE) FOUNDATION**  
**Zia M B, Butt A S**

The protagonist Anwar Malik is a financial consultant hired by Amal Foundation to assist the organisation in meeting its internal financial control requirements in order to acquire PCP certification. Apart from recommending general improvements in the internal controls, given the budget constraints, he has to ascertain the possibility of fraud by the accountant. Specifically, the case highlights the problems with the accountants, educational background of the board of trustees, organisational structures, reporting lines and a lack of segregation of duties. Apart from a general discussion about internal controls, the case describes three different scenarios from which participants will have to decide whether the situation describes a fraud or an accounting error. The participants will be asked to recommend appropriate action thereon.

**Subject:** Accounting and Control  
**Teaching Note:** Yes  
**LUMS No.:** 01-513-2015-1

**PAKISTAN STEEL MILLS: THE POLITICS OF VALUATION**  
**Ashraf M J**

‘Pakistan Steel Mills: The Politics of Valuation’ is an analytical case without any managerial decision making. Instead, the protagonist Hamid Mirza is a researcher who is reviewing a judicial decision made by the Supreme Court of Pakistan (SCP) in 2006. In this decision, the SCP overturned a decision made by the Government of Pakistan (GoP) to privatise the Pakistan Steel Mills (PSM). The case analyses the decisions made by the government and the higher judiciary in Pakistan. While a number of procedural irregularities have been cited as the reasons for the reversal of this decision by the SCP, the main factor is the valuation, rather undervaluation, of PSM to be precise. The historical significance of the decision has become evident in the subsequent years when it proved to be a trigger of conflict between the GoP and SCP. This conflict eventually resulted in the end of the military regime of General Musharraf. The judgment given by the SCP thus has become a ‘landmark decision’ that has redefined the nature of the executive-judiciary relationship in the country. The pedagogical objective of the case is to understand the concept of ‘valuation’ and its link with accounting. The case provides an excellent learning opportunity to reflect upon the issues surrounding valuation and accounting.

**Subject:** Accounting and Control  
**Teaching Note:** Yes  
**LUMS No.:** 01-512-2015-1

**PUNJAB FOREST DEPARTMENT**  
**Ahmad S R, Ashraf M J**

The case describes the problem of wood theft in a provincial forest department in the country. The interesting fact shared in the case is that the department is suffering from fraud and corruption committed not just by its own employees but also by actors outside the organisation, e.g. police, politicians and common people living around forests. This fact helps illustrate the pervasiveness of fraud within organisations and society. The accompanying technical note, Frauds and their Prevention in Organisations (LUMS No: 24-001-2014-2) gives a certain theoretical slant to the issue of organisational fraud, which many instructors may not approve of. However, the case can be accompanied by alternative theoretical frameworks linking it with issues of employees’ fraud, internal controls and their limitations.

**Subject:** Accounting and Control  
**Teaching Note:** Yes  
**LUMS No.:** 01-511-2015-1

### **WASEELA FOUNDATION: ACCOUNTING FOR ZAKAT**

**Rauf A, Ashraf A**

The case focuses on the issues faced by Waseela Foundation in its accounting system, specifically in recording the receipt of zakat donations and utilisation thereof. The existing accounting system is simple and puts all types of donations into one pool. Expenses are paid out of that pool indiscriminately. This is not acceptable to some zakat donors who have different interpretations regarding the use of zakat funds. Mr. Mustafa was given the task of redesigning the accounting system which would assure the donors that their zakat was being managed and disposed of as per their instructions. Accounting for donations in non-profits requires an elaborate system of recording and reporting that can distinguish between different sources of donations and their utilisation. This is important because some donations have to be spent on specific purposes. Hence, unlike for profit organisations, non-profits have to keep sources of funds separate for recording and reporting purposes. Zakat poses special accounting challenges because there are variations in interpretations of different schools of thought with regard to avenues of spending that Zakat. The case thus provides students with an excellent opportunity to understand the intricacies of Zakat fund accounting for non-profits.

**Subject:** Accounting and Control  
**Teaching Note:** Yes  
**LUMS No.:** 01-510-2015-1

### **ON THE [IR] RELEVANCE OF PRIVATE SECTOR ACCOUNTING FOR THE PUBLIC SECTOR**

**Ashraf J**

Accounting reforms lie at the centre of recent public sector financial management reforms in both developed and developing countries. In these reforms, private sector accounting has been considered an ideal towards which public sector accounting should also gradually move. Development of public sector international accounting standards on the lines of private sector accounting standards is a move in this direction. This note is an attempt to critically evaluate this trend by analysing the historical origins and functions of private sector accounting. The note then assesses the relevance of private sector accounting as an accountability mechanism for the State (and its functionaries).

**Subject:** Accounting and Control  
**Teaching Note:** Yes  
**LUMS No.:** 01-003-2014-2

### **STATEMENT OF CASH FLOWS: PREPARATION, ANALYSIS & LINKAGES**

**Alam A**

How was Lucky Cement Limited Company able to invest Rs. 5.6 billion in a long-term investment while still paying cash dividends of nearly Rs. 2 billion in the year ended 2013? How was the company able to pay back over Rs. 6.5 billion of short and long term debts in the year ended 2012? How did the cash and bank balance account for Honda Atlas Pakistan increase from Rs. 82 million in the March 31, 2012 year-end Statement of Financial Position to Rs. 3.5 billion in the year-end 2013 balance sheet? How was PIA able to invest nearly Rs. 8 billion in property, plant and equipment in 2012 while reporting a net loss of Rs. 33 billion in the same year? Such questions are often asked by those interested in the financial operations of a business enterprise, e.g. investors, creditors, top management and board of directors. Balance sheets, income statements and statements of equity often fail to provide answers to these questions; therefore companies are required to prepare a fourth primary financial statement i.e. the statement of cash flows. This note discusses the following: a. Classification of Cash Flows b. Reporting Cash Flows from Operating Activities c. Steps in Preparing the Cash Flow Statement d. Cash Flow Statement Analysis

**Subject:** Accounting and Control  
**Teaching Note:** No  
**LUMS No.:** 01-002-2014-2

## **MEASUREMENT OF TANGIBLE LONG-TERM ASSETS UNDER INTERNATIONAL ACCOUNTING STANDARD 16 IN THE AIRLINES INDUSTRY**

**Alam A**

This note concentrates on operating assets expected to yield their economic benefits (or service potential) over a period longer than one year. Such assets are called long-lived assets. Long-lived assets represent a significant percentage of total assets in industries like oil exploration, automobile manufacturing and airlines. Under IFRS, firms have latitude in how to record long-lived assets on their balance sheets and how much detail they provide about separate long-lived asset components. Companies can choose to provide footnote breakdown of the total assets by class so that the statement readers can see the breakdown of gross and net property as well as plants and equipment across classes or segments. This note provides an overview of the basic accounting standards for Property Plant and Equipment (PP&E) under International Accounting Standard 16 (IAS 16). The note focuses on long-lived assets used in the operation of the airlines industry. These assets are a major investment for all airlines. They make up a large part of assets on most balance sheets, and they yield depreciation, often one of the largest expenses on income statements. They also affect the statement of cash flows when cash is paid to acquire assets or is received from their sale. The acquisition or building of an asset is often referred to as a capital expenditure. Capital expenditures are important events because they impact both the short and long-term success of an airline. This note explains how to determine long-lived asset's cost under IFRS, how to allocate these costs to periods benefiting from their use and how to dispose them off. This note focuses on PIA's long-lived assets as they represent over 80% of the airline's total assets. Moreover, there is also emphasis on the ways these assets are recorded on PIA's financial statements. The objective of this note is to highlight the prevailing model used in the airline industry and compare it with the model used by PIA, which causes significant differences in the area of measurement of long-lived assets. The note also discusses the accounting rules and policies under International Accounting Standard (IAS 16) that PIA uses to record PP&E and compares it with accounting policies followed by Malaysia Airlines and Emirates Airline. Depreciation policies at PIA, Malaysia Airlines and Emirates Airline are also compared and contrasted against a summary of operating data from each airline.

**Subject:** Accounting and Control  
**Teaching Note:** Yes  
**LUMS No.** 01-001-2014-2

## **ACCOUNTING FOR STATE REVENUES**

**Akhtar M F, Ashraf M J**

This case is an evaluation case in which students are expected to evaluate a situation and to identify the conditions that lead to that situation. The case describes a scenario where a researcher is analysing the volume and composition of taxation revenues of the Islamic Republic of Pakistan and the World Bank proposals for its reforms. The protagonist, in this case the researcher has to analyse all the data available to assess the inherent problems of this taxation system. This can only be done with reference to the objectives of a taxation system in a developing country. These objectives are also given in the case. Based on this analysis, the protagonist has to evaluate the extent to which the suggestions by the World Bank report will help in overcoming the problems of the taxation system in the country.

**Subject:** Accounting and Control  
**Teaching Note** Yes  
**LUMS No.** 01-509-2013-1

## **MANAGEMENT CONTROL CHANGES IN CAA (A)**

**Ashraf M J**

Cases taught to MBA students normally represent a very 'technical', 'managerial' and 'apolitical' situation within an organizational setting. This case is an attempt to fix the problem by presenting a politically rife organizational situation from multiple perspectives. It provides students with an opportunity to suggest management control 'techniques' that they have learnt during their MBA course (Case A), for a public sector organization, and at the same time, to see the multiple implications and limitations of these techniques from different perspectives (Case B). This case is written for the Managerial Accounting course and Control System course for first year MBA students.

**Subject:** Accounting and Control  
**Teaching Note** Yes  
**LUMS No.** 01-507-2011-1

## **MANAGEMENT CONTROL CHANGES IN CAA (B)**

**Ashraf M J**

(NOT FOR SALE OR DISTRIBUTION WITHOUT CRC DIRECTOR APPROVAL) Cases taught to MBA students normally represent a very 'technical', 'managerial' and 'apolitical' situation within an organizational setting. This case is an attempt to fix the problem by presenting a politically rife organizational situation from multiple perspectives. It provides students with an opportunity to suggest management control 'techniques' that they have learnt during their MBA course (Case A), for a public sector organization, and at the same time, to see the multiple implications and limitations of these techniques from different perspectives (Case B). This case is written for the Managerial Accounting course and Control System course for first year MBA students.

**Subject:** Accounting and Control

**Teaching Note** Yes

**LUMS No.** 01-507-2011-1

## **NIRALA: THE COST QUESTION**

**Khan W M**

The owner-manager of the country's leading sweetmeats (mithai) producer seeks cost information to support decision-making. A high growth strategy based on a reputable brand name is leading to professionalizing the traditionally managed firm. The case illustrates the important concepts underlying cost management and the importance of such information for growing firms.

**Subject:** Accounting and Control

**Teaching Note** Yes

**LUMS No.** 01-504-2002-1

## **AMMAR TEXTILES: THE TRANSFER PRICING PROBLEM**

**Khan W M**

Pakistan's leading knitwear producer is faced with determining the transfer price for fabric sent from its home factory to a new garment facility in Muscat. The Muscat facility was planned to overcome growth constraints at home. The realization of a major tax impact on the new facility heightens the need for reaching agreement on some transfer price. The interests and authorities of the governments of Muscat and Pakistan, the managers of the two facilities, and the owner-manager of Ammar Textiles spark a management debate on the issue. Apart from the specific decision at hand, the case explores the state of management control systems in growing firms facing strategic decisions such as overseas expansion. The case is intended for graduate level use in a Management Control System course.

**Subject:** Accounting and Control

**Teaching Note** Yes

**LUMS No.** 01-505-2002-1

## **A NOTE ON THE FINANCIAL ACCOUNTING PROCESS**

**Ashraf M J**

This note describes in simple language the financial accounting process from transaction recording to preparation of financial statements. It describes the basic book keeping rules that students should be aware of and gives a brief overview of the nature and basic principles of financial statements. There is an exercise that runs throughout the note to help students to gauge their level of knowledge acquired by reading through the note on their own.

**Subject:** Accounting and Control

**Teaching Note** No

**LUMS No.** 01-506-2002-1

## **NESPAK'S PROJECT CONTROL SYSTEM**

**Khan W M**

The case traces the history and organization of Nespak and deals with its Managing Director's concern to improve the firm's project control system in view of the firm's growth since its inception in 1973. He was particularly

interested in quality issues on projects and wanted a project control system to ensure that Nespak was doing its best in that area.

**Subject:** Accounting and Control  
**Teaching Note** Yes  
**LUMS No.** 01-410-94-1

### **TAX PLANNING AND EMPLOYEE BENEFITS AT FABR** **Sipra N**

Kamran Omar, Director Research at FABR - a non-profit NGO, had to decide whether to give his employees a raise by increasing their basic salaries, or by giving them some reimbursable allowances. The problem was that income tax was calculated on the basis of basic salary, so any increase in it would be undermined by taxes. But at the same time the employee provident and pension fund benefits were also linked to the basic salary. The main objective of the case is to provide a different value problem than what the text books normally provide. The case also highlights the importance of making assumptions and the role of sensitivity analysis in typical real world problems. The relationship between the discount rate and inflation rate can also be discussed in the context of the case.

**Subject:** Accounting and Control  
**Teaching Note** Yes  
**LUMS No.** 01-368-92-1

### **C-V-P AT ZULSHAM ENGINEERING** **Khan W M**

Amer Saleem Qureshi, a young MBA and an Executive Assistant, prepared a C-V-P analysis for his family-owned engineering concern, Zulsham. The firm manufactured rings and spindles for the textile sector and faced competition from foreign manufactured products. Amer was concerned that if the firm kept on the way it had for the past two years; there might not be too many years ahead for it. Prior to performing any number-based analysis, he had to decide which costs were variable and which were fixed. The case addresses the issue of C-V- P analysis and also provides some information on the various duties and surcharges that exist in Pakistan.

**Subject:** Accounting and Control  
**Teaching Note** Yes  
**LUMS No.** 01-369-92-1

### **THE SERVICE WAREHOUSE OPERATION** **Khan W M**

A consulting team comprising faculty members from Lahore University of Management Sciences studied the distribution system at Service Sales Corporation (SSC), the domestic marketing subsidiary of Service Industries Limited (SIL) - a large shoe manufacturer in Pakistan. In looking at some of the performance measures to be used to evaluate the effectiveness of the retail warehouse, the consultant's work highlighted the overall control structures and processes at the firm. In evaluating the warehouse operations students will see the value and importance of having appropriate control systems and processes at all levels in the distribution chain, and how the absence of such systems impairs the effectiveness of the entire distribution chain, especially for growing firms like Service.

**Subject:** Accounting and Control  
**Teaching Note** No  
**LUMS No.** 01-345-90-1

### **THE CHASE MANHATTAN BANK- PAKISTAN** **Ahmed M B**

This case examines the asset liability management techniques used by a foreign commercial bank in Pakistan. The decision required by the financial manager was to see whether the financial position of the bank was in accordance with regulatory requirements and the bank's operating strategy. Issues involved help students to examine the structure of bank assets and liabilities and to conduct an ROE analysis. The case helps explore the effect of the

regulations of the State Bank of Pakistan on the operations of a commercial bank.

**Subject:** Accounting and Control  
**Teaching Note** No  
**LUMS No.** 01-333-89-1

### **PAKISTAN RAILWAYS** **Khan W M**

Hadi Hussain, Chief Commercial Manager of Pakistan Railways reviewed the consultant's report based on a one-year study of every PR train. The consultant recommended discontinuation of certain trains. Decision-making involved product (service) costs in order to find product-wise profitability. Once profitability had been assessed the information had to be analysed with a view to retaining, discontinuing or enhancing the product line. The case also addresses the issue of relevant or differential costing. Underlying concepts involve the application of cost behaviour models, and cost allocation techniques to determine the full cost of providing a service.

**Subject:** Accounting and Control  
**Teaching Note** Yes  
**LUMS No.** 01-335-89-1

### **NATIONAL FERTILIZER MARKETING LIMITED** **Ahmed M B**

The General Manager Finance of NFML, Shaukat Mahmood reviewed the previous year's quarterly payments due to the factories, and the company's cash position in order to be able to forecast cash requirements to establish new bank borrowing limits for the coming year. NFML was exclusively responsible for marketing and distributing fertilizer produced by the six factories owned by its parent company, National Fertilizer Corporation. Mahmood also wanted to review the cash flow pattern and the items affecting the financial charges borne by NFML. He was anxious that financial costs be minimized. However, there was a trade-off between liquidity requirements and minimization of financial charges. The case traces sales and payment operations at NFML.

**Subject:** Accounting and Control  
**Teaching Note** No  
**LUMS No.** 01-344-89-1

### **THE PAKISTAN BANKING INDUSTRY** **Ahmed B M, Chughtai A**

Commercial banks have traditionally acted as intermediaries between clients with surplus funds they wish deployed in a profitable and secure manner and clients in need of funds and willing to pay for their use. From this simple type of transaction has developed a diversified, complex and highly regulated financial industry which involves banks and near banks; insurance companies, co-operative banks, finance companies and investment deals. This note discusses the Pakistan banking industry in detail.

**Subject:** Accounting and Control  
**Teaching Note** No  
**LUMS No.** 01-327-88-2

### **SERVICE INDUSTRIES LIMITED PAKISTAN** **Ahmed M B**

In April 1984, the Finance Director of Service Industries Limited was preparing his recommendations for the coming Board of Directors meeting regarding the progress of the company's computerized stock control system.

**Subject:** Accounting and Control  
**Teaching Note:** Yes  
**LUMS No.** 01-276-86-1

## FINANCE

### **THE WARREN BUFFET WAY** **Ghaffar H, Azmat S**

This note provides a panoramic view of Warren Buffett's style of investing. The idea advocated throughout is not to get carried away but be steady while making investment choices. It encourages following the traditional method of focusing on long term value instead of short term gains. It proposes that Warren Buffett has achieved success by staying well within his area of expertise, finding a business that has a long standing competitive edge, an excellent management and most importantly a reasonable price. This note will first discuss Berkshire Hathaway's performance over the past few decades. It will then review Warren Buffett's investment philosophy and finally it will explore the fundamental principles of Warren Buffett's investment style.

**Subject** Finance  
**Teaching Note** No  
**LUMS No.:** 02-613-2016-2

### **RETHINKING ISLAMIC FINANCE** **Bhatti A, Azmat S**

Islamic banking, commonly termed as interest free banking, has become a growing force in the global financial circles. Islamic banking and finance are governed by the broader principles and objectives underlying the Islamic economic system. Islamic economics, in accordance with the teachings of the Quran and the Sunnah, allows for the pursuit of wealth whilst placing an ethical bound on the actions of the individuals and institutions to ensure they act in the best interests of society. It therefore represents a more balanced approach as opposed to other economic systems i.e. capitalism and socialism. This note first revisits some of the concepts of Islamic finance that differentiate it from conventional finance. Then based on the results of interviews, it explains some of the criticisms that present-day Islamic banking faces, along with responses from the advocates of the practice. The next section of the note then explores the causes of these criticisms using integrative social contract theory, followed by ways to rethink Islamic finance in the subsequent section. The fifth and last section concludes the note.

**Subject** Finance  
**Teaching Note** No  
**LUMS No.:** 02-614-2016-2

### **FROM KASHF FOUNDATION TO KASHF MICROFINANCE BANK - CHANGING ORGANIZATIONAL IDENTITIES** **Zulfiqar G M**

This case documents the challenges faced by Kashf Microfinance Bank, a newly established microfinance bank (MFB) in a financial industry established by the 2001 Microfinance Institutions Ordinance. The case is designed to enable students to understand the challenges faced by newly emerging institutional forms, particularly in sectors where development and profit making objectives must be balanced against each other. This is especially true for microfinance, which has traditionally been the domain of NGOs but is now rapidly moving towards commercialized finance.

**Subject** Finance  
**Teaching Note** No  
**LUMS No.:** 02-640-2016-1

### **THE FIRST MEAT SECTOR IPO: AL SHAHEER CORPORATION** **Ashfaq H, Seyyed FJ**

This case examines the June 2015 decision process of Muhammad Asad, a fund manager at Al Meezan Investment Management Limited, to participate in the book building process of the upcoming Initial Public Offering (IPO) of Al Shaheer Corporation, a leading meat sector company of Pakistan. Asad skimmed through an equity valuation report and reflected on the issues that had come up in a long discussion with the equity research team which concluded on Friday evening, 5 June, 2016. The research team was led by Ali Asghar, senior manager research,

and an equity analyst, Hassan Khan, who specialized in food sector research. Both, Asad and Ali, had recently attended the pre-IPO road show and had interesting discussions with Al Shaheer senior managers and the research analysts of the lead underwriters, AKD Securities Limited (AKDS) and Next Capital Limited (NCL). The book building portion of the IPO was scheduled to open for subscription on 10–11 June, 2015. Asad, who managed the leading Shariah compliant equity fund, Meezan Islamic Fund (MIF), was interested in increasing the fund's exposure to the food sector, provided attractive risk-adjusted returns could be achieved. Based on the research team analysis and his own assessment, Asad had to decide whether or not to participate in the IPO, and in the event of participation in the book building process the number of shares to bid for at each price level. The research team had used the Market Multiples and Discounted Cash Flow (DCF) methods for IPO valuation. Both methods had yielded share value higher than the IPO floor price of PKR 43 per share, albeit significantly different, which encouraged Asad to consider the investment opportunity. However, since the upper price limit of the offer was not specified, his dilemma was not to bid too low and be priced out or bid too high, giving up the upside potential if the offer price settled at the higher end. He wondered if he could make a single limit bid or step bids at different price levels in the book building exercise. In addition, Asad had to decide on the amount that he could allocate to the IPO on behalf of MIF. Asad just had the weekend to prepare his recommendations on the IPO for presentation and approval by the Investment Committee in the meeting scheduled for Monday, 8 June, 2015. Asad has asked you to conduct an independent analysis and valuation of Al Shaheer stock over the weekend and share your findings with him early Monday morning. Asad has indicated to you that MIF could allocate a significant amount to the IPO, depending upon the upside potential of the opportunity. He has also given you an extract from Al Shaheer bid form to pencil in your suggestive bid type and quantity of shares at the bid price(s) based on the available information and your analysis. You should be ready to present your findings and defend your position convincingly when you meet Asad early Monday morning.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.:** 02-639-2016-1

### **PAKISTAN'S FIRST SUCCESSFUL LAUNCH OF A REAL ESTATE INVESTMENT TRUST - DOLMEN CITY REIT (A SHARIAH COMPLIANT RENTAL REIT SCHEME)**

**Khan S, Seyyed F J**

It was the start of November 2015; Muhammad Ejaz, the CEO of Arif Habib Dolmen REIT Management Limited, was preparing for a presentation to the Board of Arif Habib Dolmen REIT Management Limited early next week. The presentation was to recount the story of Dolmen City REIT, launched a few months back in June 2015, highlighting the regulatory and legal challenges faced in the process and many lingering issues still confronting this nascent sector. Ejaz realized that the Group, as a leading player in the sector, had a crucial role in lobbying for further changes in the regulation to pave the way for future launches. More importantly, Ejaz wanted a nod from the Board for the launch of a different REIT structure in 2016 to capitalize on the immense opportunity in the real estate sector of Pakistan. The case provides students with an opportunity to develop a basic understanding of Real Estate Investment Trusts (REITs). The students will be able to: 1. Define and differentiate REITs as an investment product. 2. Perform and compare REITs and Equity valuation 3. Evaluate the regulatory and operational challenges in the launch of Pakistan's first REIT. 4. Bring forward the steps necessary for tapping the future potential of different types of REITs in Pakistan

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.:** 02-638-2016-1

### **MILLAT TRACTORS LIMITED: A SHARIAH COMPLIANT INVESTMENT OPPORTUNITY** **Seyyed F J, Shehzad C T**

In early 2015, Manal Iqbal, fund manager of Pakistan Islamic Pension Fund (PIPF) at MCB Arif Habib Savings and Investment Limited (MCBAH) was reflecting upon the strategic positions of her pension fund for the Investment Committee meeting the following week. MCBAH, an asset management and investment advisory company, was established in 2000 and registered with the Securities & Exchange Commission of Pakistan (SECP). It was a leading asset management company known for its innovative products that met the investment needs of its growing clientele. As of 31st March 2015, the company's total assets under management (AUM) were in excess of Rs. 57 billion. PIPF was launched in 2007 with the objective to provide investors steady return with moderate risk through investing in a blend of equities and fixed income securities. Manal was asked by the company's Chief

Investment Officer (CIO) to evaluate Millat Tractors Limited (MTL) as a potential investment for PIPF -for gaining exposure to the agricultural sector of Pakistan- and to report her findings to the Investment Committee.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.:** 02-637-2016-1

**KARACHI BANDAR PROJECT**  
**Chaudhry A S, Jalil M N**

This case discussed a capital budgeting/valuation situation in the logistics sector. The setting of this case was a public sector organization (Pakistan Railways) and hence it also introduced students to the various challenges faced by executives of public sector organizations while making investment decisions. This case can be used in a first year MBA - Financial Management course, in a first year Executive MBA Finance course or in an undergraduate level Applied Corporate Finance course. It can also be used in introductory executive courses on the logistics sector.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.:** 02-636-2016-1

**INFRASTRUCTURE PROJECT BONDS**  
**Umar Z**

Infrastructure assets are inherently different from other assets because infrastructure projects are often complex, require large number of parties and usually involve market failures. Since, infrastructure projects involve a long-term commitment due to high gestation period, an ideal stream of financing should match these characteristics. Currently, a great deal of infrastructure finance comes from banks that usually hold short-term liabilities and are not well-placed to hold long-term assets on their balance sheets for a long time. In this regard, infrastructure bonds would make suitable instruments to achieve infrastructure financing as both the sources and uses of funds perfectly match their gestation/maturities. This note intends to explore the opportunities and challenges presented by infrastructure bonds as a source of financing infrastructure development.

**Subject:** Finance  
**Teaching Note** No  
**LUMS No.:** 02-612-2016-2

**KALAM: A SUSTAINABLE GIFT**  
**Khan S**

The case primarily deals with an enterprising young entrepreneur who faces an unexpected situation. He receives an offer of investment of PKR 3 million for his start-up which produces gifts using calligraphic art. He needs the money. However, he does not know how much money is required to take the start-up to a whole new level as opposed to how much ownership he is willing to give up. The decision revolves around control/ownership versus the desire to become rich.

**Subject:** Finance  
**Teaching Note** Yes  
**LUMS No.:** 02-635-2015-1

**MEDIUM TERM BUDGETARY FRAMEWORK (MTBF) A & B**  
**Kazmi H R, Ashraf M J, Bhatti A**

MTBF (A) and (B) is a case series designed to be used in two consecutive sessions. The twin cases are part of a larger research project which looks at the conditions, process and outcome of implementation of budget reforms in Pakistan, including the medium term budgetary framework (MTBF) reforms. During case research, the authors interviewed two Ministry of Finance (MoF) officials from the same province who had diametrically opposite views on MTBF reforms. Both of these officials were closely involved in the implementation of MTBF in the same province. The two cases were developed after discussions with each of these officials. Case A represents the viewpoint expressed by the official in the Reforms Unit who has been a strong supporter of the reforms and has

participated enthusiastically in the roll-out and implementation. Case B summarises the opinions and particularly, the apprehensions, of the other Ministry of Finance officer, especially in terms of the bottlenecks and challenges being faced at a practical level. The cases should be assigned with the related technical note titled “Medium Term Budgetary Framework – A Brief Introduction”. The note has been written to provide readers with a basic understanding of MTBF, including its historical background as well as international practices of MTBF in developed and developing countries. Case B has been included in the Teaching Note document so that the instructor can distribute it to the class according to preference.

**Subject:** Finance  
**Teaching Note:** Yes  
**LUMS No.:** 02-634-2015-1

### **THE DILEMMA OF OVERSUBSCRIPTION**

**Umar Z**

Given that the Eurobond was oversubscribed, the purpose of this case study is to look at this decision in light of the public debt and overall economic situation and how favourable is this move in the medium and long-term for Pakistan. Additionally, this case study looks at the improvement in Pakistan’s credit rating by Moody’s from a negative to stable outlook between April and July 2014. The case study analyses the current Eurobond issue using the examples of the previous Eurobond issues in Pakistan as well as the impact of the Eurobond issue in other developing countries (Sub-Saharan Africa primarily). This case study is suited for a module on international bond markets and bond yields for executives and MBA/EMBA students.

**Subject:** Finance  
**Teaching Note:** Yes  
**LUMS No.:** 02-633-2015-1

### **VINEYARD FARMS**

**Rauf A, Seyyed F J**

Tariq Mahmood, a fresh graduate of Lahore University of Management Sciences (LUMS), was considering setting up a grapes orchard near his hometown in Soon Sakesar Valley, District Khushab. Mahmood had been getting an approximate return of 20 percent on his investment in the equity market of Pakistan. He was looking into taking money out of that investment and setting up a vineyard farm in his hometown. By the time he collected the relevant information and data on grape farming, it was already 2 June 2013. He realized that he had to make a decision quickly because grapevines had to be shifted from the nursery to the orchard before the end of July. So Mahmood had to move fast to analyse the viability of the idea and decide whether to divest money from his current investment in the equity market. This case could be used in an introductory finance course in the MBA programme as well as in an agribusiness course.

**Subject:** Finance  
**Teaching Note:** Yes  
**LUMS No.:** 02-632-2015-1

### **BRIGHT STARS**

**Bhatti A**

Mr. Qureshi is the Vice President and head of finance for Bright Stars. He has been personally involved with almost every aspect of the organisation. Bright Stars is an institution which provides education and training to special needs children in Karachi. It came into existence in the early 1980s and has grown rapidly with donations exceeding Rs. 60 million in the financial year 2013. Mr Qureshi knows every part of the organisation in detail and has been involved in developing the systems and procedures which have contributed to its reputation as a reliable and well controlled organisation. The individual donor base that makes regular monthly contributions has gradually reached over 1,800 based purely on the trust and goodwill of the senior management. Then how could a misappropriation have taken place in such a well-controlled organisation with hands on senior personnel and experienced and trusted staff? The case, although brief, illustrates a misappropriation in the department which is responsible for the collection of incoming donation cheques.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.:** 02-631-2015-1

**MTBF - A TECHNICAL NOTE**  
**Ashraf M J, Bhatti A**

The note has been written to provide readers with a basic understanding of MTBF, including its historical background and international practices in developed and developing countries. The objectives of the technical note are manifold. It provides an overview of the historical context of the budgeting reforms around the world. The components of the Medium Term Expenditure Framework (MTEF) and how MTBF fits into this larger reform are discussed. How the reform has been introduced in developed and developing countries, the problems faced and lessons learned from the introduction of the reform in developing countries, the details of the reform in Pakistan and some of the current debates that exist in the context of MTBF versus traditional budgeting are also analysed.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.:** 02-611-2015-2

**MONETARY VALUE OF TIME: UNDERSTANDING COMPOUNDING AND REAL CHANGES**  
**Azmat S**

This article discusses some of the limits of the mental accounting process. Primarily, the focus is on the power of compounding and our inability to comprehend it mentally. The article also examines our bias for nominal as opposed to real changes. Given these human limitations, a thorough understanding of financial planning tools and models becomes significant for effective financial decision making.

**Subject** Finance  
**Teaching Note** No  
**LUMS No.:** 02-610-2015-2

**ANALYTICAL FRAMEWORK FOR RATING LOCAL/PROVINCIAL/ MUNICIPAL GOVERNMENTS**  
**Naqvi B**

This note documents the best practices adopted and used by credit rating agencies (CRAs) while developing risk profiles and assigning credit ratings to sub sovereign entities like provinces, municipalities or any other form of local government. It familiarises policy makers and technocrats in provincial or municipal governments with the idea of financing through provincial bonds and one of their most important prerequisites i.e. credit rating.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.:** 02-609-2015-2

**UNDERSTANDING THE PRE-CONDITIONS OF MUNICIPAL BONDS AND LEARNING FROM THE INDIAN EXPERIENCE**  
**Naqvi B**

This note documents the pre-conditions, extracted from the experiences of developing countries, which generally exist a priori when a local government plans to access the capital market. It discusses the case of the municipal bond market in India and aims to provide readers an opportunity to relate the experience of India with the development of the municipal bond market in Pakistan.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.:** 02-608-2015-2

**SHAUKAT KHANUM MEMORIAL CANCER HOSPITAL AND RESEARCH CENTER ENDOWMENT FUND**  
**Akhtar M F, Bhatti A, Ashraf M J**

The case looks at issues pertaining to the financial management of the endowment fund of Shaukat Khanum Memorial Cancer Hospital and Research Centre (SKMCH&RC). The Chairman of SKMCH&RC, Mr. Imran Khan, is also the head of the political party Pakistan Tehreek-e-Insaaf (PTI), which is the key contender in the general

elections of May 2013. One of the central figures of the rival political party PML-N, Mr. Khawaja Asif had accused Imran Khan of “gambling” with donated funds, leading to significant financial losses of money which should have been used for the treatment and care of the poor cancer patients of the hospital. The case is intended to be used for Executive Teaching and should be assigned and read together with the Technical Note 'Understanding Endowment Funds- LUMS No: 02-607-2014-2). The technical note lists the main types of endowment funds and, by considering the endowment funds of Harvard University and Yale University (considered to be two well managed funds), discusses matters relating to their financial management and accounting and reporting requirements. After reading this note, participants will have acquired some technical understanding of how to address the key questions in the case.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.:** 02-630-2014-1

### **THE CASE OF MUNICIPAL BONDS IN PAKISTAN** **Naqvi B**

This note is second in the sequence of ‘Municipal Bond Financing’ series, specifically designed and written to give readers a brief idea about municipal bond financing in Pakistan and also its application and performance in comparison to its neighbouring countries. This note, at the beginning, discusses the context and circumstantial realities that justify the need of municipal bond financing in Pakistan, given the continuously increasing requirements of urban infrastructure project financing coupled with the significant changes that happened to the overall governance structure, including different tiers of governments, in Pakistan. It also gives the reader a quick view of the bond market in general and discusses its different components including but not limited to municipal bonds. Finally, this note discusses in detail the major frictions creating hurdles for Pakistan in its way to a developed municipal bond market, conjugated with probable solutions and policy recommendations.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.:** 02-604-2014-2

### **UNDERSTANDING ENDOWMENT FUNDS - TECHNICAL NOTE** **Akhtar M F, Bhatti A, Ashraf M J**

This note attempts to provide initial guidance to non-profit managers in Pakistan with regards to the financial management of endowment funds. In order to provide this guidance, two US based endowment funds have been selected i.e. Harvard and Yale endowment funds. These funds are generally recognised in the international non-profit industry as examples of the most well managed ones (Brazenor 2008). This is due to their broad selection of investment products, exposure to alternative asset classes and consistently achieving higher returns with low risk (ibid). In view of this, it is considered that the financial management practices of these funds provide a good reference point for all non-profits, including those operating in Pakistan. This note may be used as supplementary reading for the case, SHAUKAT KHANUM MEMORIAL CANCER HOSPITAL AND RESEARCH CENTER ENDOWMENT FUND LUMS No: 02-630-2014-1.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.:** 02-607-2014-2

### **MUNICIPAL BONDS – A SOURCE OF CAPITAL FOR THE GOVERNMENT** **Naqvi B**

This note on municipal bonds is the first in the series of notes that will assess the viability of municipal bonds in Pakistan. The objective of this note is to give readers an introduction to municipal bonds as an alternative source of financing while also emphasising their growing importance in financing mega cities projects. The major teaching objectives of this note are: - Introducing executives to municipal bonds and their various types, which are extensively being used by local government in developed countries to finance mega cities projects. - Helping executives understand the rationale behind exploring municipal bonds as an alternative source of financing while also discussing their advantages when compared to government grants and bank loans. - Giving executives an idea of what are the different concerns for investors – largely households – and the perceived risks attached with municipal bonds that need to be addressed by the local government planning to issue the municipal bonds. This note presents to the executives the framework of issuing

municipal bonds to the public and highlights the composition of governmental deal team, their key responsibilities and compares the feasibility of two underwriting methods given different circumstances.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-605-2014-2

### **SOCRATES ON FINANCE, TIME VALUE OF MONEY AND PUBLIC SECTOR**

**Azmat S**

The note adopts the Socratic method of questioning to explore the foundations of finance, time value of money and public sector capital budgeting. It consists of three dialogues between Socrates and Fischer Black, where the former questions the latter in order to show that the building blocks of finance are fraught with tacit assumptions which are deeply rooted in economic philosophy.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-606-2014-2

### **PAKISTAN'S ECONOMIC AND FINANCIAL FUTURE: MUST-KNOW FOR LEADERS**

**Naqvi B**

This note provides a re-articulation of two divergent views on Pakistan by international experts. The first view compiled by Stephen P. Cohen, based on his own and the views of other experts, is influenced by socio-political factors. These may have the potential to shape the future of Pakistan. Whereas the second view, presented by Jim O'Neill along with his colleagues, performs an analysis of Pakistan purely on economic and financial grounds. Stephen Cohen presents a gloomy picture about the future of Pakistan after evaluating it on different dimensions (socioeconomic factors, state coherence and ideology, and external factors); while Jim O'Neill is relatively optimistic about the future of Pakistan based on its potential growth opportunities in the form of a large human capital resource.

**Subject** Finance  
**Teaching Note** No  
**LUMS No.** 02-602-2013-2

### **THE PFC AWARDS**

**Pasha A G**

This background note can be used to explain the Provincial Finance Commission Awards in light of the following perspectives: (a) The Constitutions and Functions of PFCs, (b) The Evolution of PFC Awards (c) Vertical and Horizontal sharing Awards by PFCs (d) Analysis of PFC Awards (e) Impact of PFC Awards on i. Intra-Provincial Disparities ii. Delivery of Services (f) Implementation of the 7th NFC Award and the 18th Amendment (g) The New Local Government Legislation, Future Constitutions and the Role of PFCs This background note was prepared for training on fiscal decentralisation, and for students comprising government officials of 18th or 19th grade. It can be used to teach non degree participants in courses, workshops and seminars on fiscal decentralisation in Pakistan.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-603-2013-2

### **PAKISTAN INTERNATIONAL AIRLINES**

**Uqaili H A, Akhtar M F, Ashraf M J**

Pakistan International Airlines (PIA), the national flag carrier airline of Pakistan, registered record revenues of Rs 107 billion in its financial year ending December 2010. Although its operating revenue steadily increased from 2000 to 2010, figures for its operating profits and net income (before tax) have deteriorated. This case study exercise aims to explore the problems behind the worsening financial situation of PIA through an analysis of cost structure and operational performance.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-627-2012-1

## **SHARIAH COMPLIANT WORKING CAPITAL FINANCE AT SHAFI TEXCEL**

**Ahmed Z, Chaudhary I**

The case describes the quandary that Umair Haleem, Director of Finance at Shafi Texcel, finds himself in after learning about the sudden withdrawal of the Rs. 100 million credit line. The steady increase in working capital requirements along with the dissatisfaction of the top management with Islamic Finance, and the poor outlook of the textile industry challenge Umair's commitment to Islamic Finance. The case will serve as a valuable aid in demonstrating the application of Islamic contracts in working capital management. The current lack of teaching cases on Islamic Finance will make this case an excellent teaching resource for different Islamic Banking Courses.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-625-2011-1

## **JASSAR FARMS PRIVATE LIMITED: THE PREDICAMENT OF LIVESTOCK VALUATION**

**Ahmed Z, Chaudhary I, Ashraf M J**

The biological assets at Jassar Farms represent approximately 40% of the total assets. The case describes the stand-off between the management and the auditors on the valuation of the cross-bred cattle, especially on issues pertaining to the capitalization of rearing and reproduction costs. Shahzad Iqbal, CEO Jassar Farms, understands the importance of an unqualified audit report; however he is convinced that the auditor's valuation does not capture the economic reality of the biological assets at Jassar Farms.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-626-2011-1

## **A NOTE ON THE BANKING SECTOR IN PAKISTAN: 2000 TO 2009**

**Munir KA, Sultan A**

This note is an accompaniment to the case Up for Sale (Condition: Hardly Used) The Royal Bank of Scotland, Pakistan in 2010 (LUMS No: 30-119-2010-1). In a country where other modes of financing via bond and equity markets have not been developed, the banking sector assumes paramount importance as the primary source of capital in the Pakistan economy. Within this sector, most banks enjoyed a steady rise in profits between 2001 and 2007. Between 2004 and 2007, average ROEs of around 20% were seen and the banking industry in Pakistan was one of the most profitable in the world. This is remarkable given that only 15% of the population has bank accounts and a miniscule 3.6% of the population constitutes the borrower base. While wide-ranging reforms, privatization of large banks and large inflows of liquidity post September 9-11, account for some of this profitability, a generally overlooked aspect is the structure of the banking industry. This note will shed light on the various structural dynamics that underpin performance in the Pakistani banking sector.

**Subject** Finance  
**Teaching Note** No  
**LUMS No.** 01-328-2010-2

## **UP FOR SALE (CONDITION: HARDLY USED) THE ROYAL BANK OF SCOTLAND, PAKISTAN IN 2010**

**Munir K A, Sultan A**

The Royal Bank of Scotland (RBS) case introduces students to the banking sector in an emerging economy: Pakistan. While it allows students to quantitatively value a bank which is up for sale, it is particularly useful to illustrate the issues that need to be taken into account when considering mergers and acquisitions in banking. It could be taught both in finance and strategy (or general management) courses. The case should ideally be accompanied by the industry note, The Banking Sector in Pakistan: 2000-2009 (LUMS No: 01-328-2010-2).

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 30-119-2010-1

**THE CITIZEN FOUNDATION**  
**Ashraf M J**

Riaz, an MBA student of a private university in Lahore was looking at the financial statements of The Citizen Foundation (TCF). TCF was a non-profit organization involved in providing educational services for the poor people of Pakistan. Riaz had to turn in an assignment the next day in his course in accounting that involved financial statement analysis of TCF. The objective of the case is to give students the opportunity to analyse the financial statements of a non-profit organization. In the process, students will understand the difference between the analysis of financial statements of a for-profit and for a non-profit organization. The objective is also to familiarize students with a framework that will help them to do a comprehensive financial analysis of a non-profit organization. It is assumed that students are already aware of different ratios and how to calculate these. This case is suitable for a first year MBA course on Financial Reporting and Analysis. It can also be used for a non-profit executive training course. It is advisable that prior to this case, a session should be spent with participants of the executive course on introduction to ratios and how to calculate them. My experience of training non-profit managers is that they are somewhat sceptical in accepting the utility of financial tools used in the commercial sector for the non-profit sector. A session on basics of ratio analysis followed by this case and accompanied reading will help them with analysing financial statements of non-profits.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-624-2007-1

**FINANCIAL SUSTAINABILITY OF FELLOWSHIP SCHOOL PROGRAMME**  
**Adil J, Ali S M**

A team from Sindh Education Foundation (SEF) was prevented from entering a school for a routine visit by the Chairperson of the School Committee. He behaved aggressively and refused to cooperate. The team reported the matter to Anita Ghulam Ali, MD SEF. She called an urgent meeting of senior officials of the project, Technical Coordinator Mashhood Rizvi and Coordinator Jamil Adil. At the meeting Jamil Adil said that the project had completed its four-year subsidy period, and the schools were running with a monthly deficit as their monthly income was below the expectation of the project. The schools were demanding permission to utilize the endowment amount to bear immediate expenditures. Utilization of the endowment was prohibited as per project policy and the government would not allow it either. The current situation had emerged after the schools' demand was rejected.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-623-2006-1

**ZARRAR SHAHEED TRUST HOSPITAL**  
**Haroon O**

Lt Zarrar Ahmad's plane was shot down by Indian jets in 1999. His parents wanted to build a hospital in memory of their son. Preliminary work on the project was started on a piece of land near Lahore Cantonment. Lt Zarrar's father Mansoor Ahmad contacted various potential donors for funding for the hospital but most of the donors wanted financial projections and exact funding requirements for the project. Mansoor contacted a faculty member at Lahore University of Management Sciences (LUMS) to prepare the financial feasibility of the project in 2004. The financial projections would involve preparing capital requirements for the project, projected operational costs and revenues, and preparing projected financial statements for the hospital using a set of assumptions about the future. This exercise would determine funding requirements for the project at different points in time in the future, and whether the project could be rendered financially self-sustaining in the future. However, it was proposed to build the hospital in three phases which added complexity in the preparation of the projections.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-613-2006-1

**FASHION KNITS: ALI'S VISION**  
**Jaffer S M, Ali S M**

Ali had just completed his MBA from a renowned university in Pakistan. Despite lucrative offers from multinational companies he decided to set-up a Stitching Unit manufacturing knit garments. Based on his market research he planned

to operate and expand the Stitching in two phases. In Phase 1, he intended to serve the low end of the target, and produce basic items such as Polo shirts priced at US\$2.5. The initial investment required for the start-up was Rs 25 million, with 60 per cent debt and 40 per cent equity. The production capacity with sixty five machines was expected to be 2,405 polo shirts per day. In Phase 2, he had planned to serve the higher end of the knitwear market, producing items such as Blouses priced at US\$7.5. There was to be an expansion to the stitching unit to one hundred and fifty machines with a production capacity of 2,700 knit garments per day. The expansion of the stitching unit was expected to incur an additional Rs 15 million, which was to be financed by equity. Based on the changing market dynamics and data calculated, Ali had to determine whether the Stitching unit was a financially viable project.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-603-2004-1

**DECENT WELFARE SOCIETY GUJRAT: MAKING A CHANGE THAT LASTS**  
**Muhammad K, Sipra N**

A lot of NGOs start their operations without giving much consideration to financial reporting and funds generation management for future sustainability. This case is written with the basic objective of analysing Decent Welfare Society's management of resources including Zakat and donations. It is obvious that the initial funding was provided by the Bashir family and as of date the family had not backed down from its generous support for DWS. The question now arises for Dr Ijaz Bashir how to make the operations financially viable so as to ensure that DWS can finance its core competency of cleft lip and palate operations which is clearly an expensive task. After discussions with his team, Dr Ijaz Bashir was considering his options for holding free medical camps.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-611-2004-1

**SOCIETY FOR THE PROTECTION OF THE RIGHTS OF THE CHILD (SPARC)**  
**Khan B A**

This case focuses on a common problem faced by many small limited focus NGOs, namely the need to strategically re-evaluate the direction of the organization following the initial period of growth and expansion. In the case of SPARC, an NGO devoted to the protection of the rights of juvenile offenders, the Board meeting of June 2003 had proved to be a watershed: on the one hand the activities of the NGO had been recognized and rewarded by an international award; on the other hand, the founder believed that the time had come to revisit the original mission statement and look for new activities to support. The issues raised include organizational structure, vision, leadership, and strategic re-evaluation of performance.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-612-2004-1

**ANJUMAN SAMAJI FALAHI BEHBOOD**  
**Khan B A**

The North-West Frontier Province of Pakistan has historically been amongst the most backward regions of the country, and its rural communities, in particular, have suffered from the absence of any social services and modern infrastructure, including roads, sewage, drinking water, and health facilities. This case looks at Anjuman Samaji Falahi Behbood's effort to set up infrastructure development projects in a village community in NWFP. The focus of the case is on the issue of partnerships in providing services to such communities, and it highlights some of the major problems which arise when multiple stakeholders are involved. In the case, the critical issues raised include the problems of participatory development, the natural outgrowth of partnerships, and major impediments such as the unwillingness of the target communities to share in the responsibilities associated with partnerships.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-610-2004-1

## **LIPTON – BROOKE BOND MERGER**

**Sipra N**

On September 16, 1996 Junejo M Iqbal, Chairman Monopoly Control Authority (MCA) was going over the orders passed by the Members (MCA), Sahibzada Muhammad Ayaz and Dr Faizullah Khilji, regarding a proposed merger of Lever Brothers Pakistan Limited (LBPL) with Brooke Bond Limited (BBPL). It was on June 12, 1995, that I S Sangster, Chairman, Lever Brothers Pakistan Limited had proposed the merger. The proposed merger of Lipton, which was owned by Lever Brothers Pakistan, would result in about 70% of the tea market being controlled by one group. Iqbal had to decide whether the merger should be approved, and make a ruling.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-614-2004-1

## **WIND-UP OF PENSION FUND AT FABR**

**Sipra N**

**Subject** Finance  
**Teaching Note** No  
**LUMS No.** 02-617-2004-1

## **AUCTION OF PAKISTANI CELLULAR MOBILE LICENCES**

**Hasan A S, Sipra N**

Delafone International, a telecommunications company based in Denmark, was preparing a bid for cellular mobile licences in Pakistan. Harris Scott, the CEO of the mobile unit of Delafone and Ammar Ahmed, a financial consultant, had to recommend an initial bid price for this licence. Since the first bid price was only a qualifier for the following auction stage, they also had to develop a strategy for the upcoming auction and decide on a walk-away price.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-618-2004-1

## **SHAUKAT KHANUM DIAGNOSTIC CENTRE**

**Riffat A, Ali S M**

In January 2001, SKMCH started a Diagnostic Centre at 134-Habitat Villas, adjacent to Jail Road in Lahore, to provide quality diagnostic services to the people at a convenient location. It was believed that the centre would attract huge volumes of business and would enable the hospital clinical income to carry greater burden of SKMCH expenses. Contrary to expectations, the centre was unsuccessful to generate enough volume. The first six months' performance showed that the centre might not be able to cover its own expenses. It was proposed to move the centre to main Jail Road where a suitable piece of property has already been donated to the trust. It is now believed that the new site would offer better volumes of business as it is located across the road from Services Hospital and the Punjab Institute of Cardiology (PIC), the main diagnostic and medical establishments on the busy road. Being a non-profit organization, the case allows analysis and the application of standard techniques of finance to this sector. The complexities inherent in the situation and the difficulty in selecting an appropriate discount rate are also issues for discussion and debate.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-620-2004-1

## **PRIVATIZATION OF PAK-SAUDI FERTILIZERS**

**Sipra N**

To provide a context in which virtually all aspects of a standard cash flow based company valuation can be discussed. Given the detailed analysis required to value Pak-Saudi, this case should be used at the end of the valuation module, possible as a WAC.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-595-2003-1

**EMCO INDUSTRIES LTD PRESENTATION TO F A**  
**Ashraf M J**

The purpose of this case is to enable students to determine the quality of a corporation's current earnings by detecting red flags, which could indicate changes in a company's fortunes that might not be readily identifiable from the company's financials. Quality of earning analysis is one of the tools utilized by stock market investors in assessing a company's current and future revenue generating ability. Investors, as in this case, do recognize that the figures reported in the financial statements are not always wholly representative of the company's current economic progress and consequently might fail to give a realistic picture of the future economic course. Thus investors make use of the several earnings quality analysis techniques available, identification of red flags being one of them. A lengthy audit report, unusual fluctuations in accounts receivable or intangible assets, decline in margins, unusual increase in borrowing are just some of the possible red flags that the investors/decision-makers can identify. These signals might not necessarily indicate a deteriorating situation but in the case of Emco Industries limited, the signs all pointed towards an economic downturn of the company. The case touches the areas of the company marked by red flags, which the students have to identify, and to explain what these red flags imply about the future of the company.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-596-2003-1

**FINANCIAL MANAGEMENT AT WWF - PAKISTAN**  
**Khan B A**

This case examines a variety of financing techniques for NGOs, as well as the risks attached to these techniques in a socially, economically and politically volatile environment. The case also introduces the control (accounting and reporting) framework in which not-for-profit organizations operate in a developing country like Pakistan. Students should understand that ethical and moral issues, such as those affecting the environment, need not be as important in one country or region as another. Therefore, many NGOs rely on funds from external sources, which can create political and logistical difficulties. Our focus is on the latter. Students should appreciate the importance of different sources of funding, the need to manage funds effectively, and the need for constant revisions of budgets and projections. Students should also appreciate the vital importance of the support systems, including accounting and control, reporting, technology and human resources. These elements become especially important if the organization is growing rapidly. Last, students should also appreciate the legal restrictions on NGOs/not-for-profit organizations, in terms of fund raising.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-597-2003-1

**ADAMJEE INSURANCE CO. CHALLENGES**  
**Ali S M**

The senior management at Adamjee Insurance Company met on December 28, 2000 to formulate a strategy to address the financial and operational issues faced by the company and to devise ways to improve its performance, given the recent changes in the regulatory framework which were encapsulated in the new Insurance Ordinance. Promulgated on 20 August 2000, the Ordinance required significant changes in the industry as well as the company. Adamjee, like many other insurance companies, remained under pressure in 1999. This was due to the monetary restrictions imposed by World Bank, International Monetary Fund and the Asian Development Bank, as a result of Pakistan's nuclear tests in May 1998 and the military coup in October 1999. The management at Adamjee had to devise operating and strategic policies for the company in such turbulent times.

**Subject** Finance  
**Teaching Note** No  
**LUMS No.** 02-598-2003-1

**ASKARI COMMERCIAL BANK**  
**Khan B A**

This case focuses on the liability management of a small Pakistani privately-owned bank in a competitive banking environment. Throughout the 1990s, Askari Commercial Bank Limited (Askari) maintained a good growth rate, as well as high profitability and a sound balance sheet footing. The key to this successful performance was the bank's ability to control its costs, especially its interest costs. One reason for this was the special relationship the bank had with its depositors due to its strong association with the defence industry, and the public confidence that this linkage engendered. Deposit stability ensured that Askari would pass on the benefits of lower funding costs in the form of lower lending rates compared to its peer group. As a result, the bank has established a niche as a relatively conservative but profitable banking company in a highly volatile environment.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-599-2003-1

**FIRST COMMERCIAL BANK**  
**Khan B A**

This case focuses on a critical weakness of Pakistan's commercial banks, namely the insufficient attention paid to the costs involved in banking operations. The decision-maker, Ali Ahmed, (disguised name) served as both Financial Controller and Head of Consumer Banking, of First Commercial Bank (disguised name for Prime Commercial Bank), a small, privately-owned bank. He believed that the Bank was not properly quantifying the risk associated with its clients, because of the lack of suitable techniques for measuring client performance. He wanted to get away from a more generalized model of customer profitability to a composite indicator that could help in segmenting customers through internal risk rating criteria. Additionally, he wanted to define the relevant funding cost to be adopted to measure performance within the Bank.

**Subject** Finance  
**Teaching Note** No  
**LUMS No.** 02-600-2003-1

**A NOTE ON DEVELOPMENT OF FINANCIAL INSTITUTIONS IN PAKISTAN: A FRAMEWORK FOR  
REFORM AND RESTRUCTURING**  
**Ali S M, Malik M**

The privatization programme has been on the agenda of many successive governments since 1985. The market based reform agenda was not just limited to privatizing state owned enterprises, it also envisaged liberalization and deregulation of the economy and opening it up to competitive forces. This ambitious reform agenda has had limited success. In the early 1990s the financial sector showed the most potential as a result of the liberalization programme with the government lifting many obstacles such as foreign exchange restrictions, free flow of funds, privatizing a few financial institutions and upgrading skills in the sector. It is in this context that the Development Financial Institutions (DFIs) and their problems were brought to the forefront of the government's agenda.

**Subject** Finance  
**Teaching Note** No  
**LUMS No.** 02-601-2003-2

**SITARA CHEMICAL INDUSTRIES LTD**  
**Qurat-ul-Ain, Sipra N**

In its judgment dated December 23, 1999 the Shariat Appellate Bench of the Supreme Court of Pakistan declared that all laws involving interest would cease to have effect by June 30, 2001. The Court concluded that the existing financial system had to be subjected to radical changes to bring it into conformity with Shariah. In response to the above directive as well as the desire of the owners of the company to rid the company of interest bearing debt Sitara Chemical Industries Ltd. (SCI) came out with its first issue of Musharika Term Finance Certificates (MTFC) in 1999-2000. This MTFC issue was the first of its kind and allegedly structured purely on the basis of Shariah. This Rs 150-million issue and the subsequent Rs 360 million MTFC were issued for the expansion of the chemicals division of SCI.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-604-2003-1

**AHMAD'S INVESTMENT DILEMMA**  
**Ali S M**

The objective of this case was to do an analysis of personal financial analysis. It dealt with issues such as maximizing investment yields, maturity and reinvestment, investment time horizons, liquidity and awareness of default risks. It also discussed several other aspects such as compounding effects of interest, insurance of deposits or investments, choice of banks/financial institutions, investment risks in a leasing company as opposed to a bank, foreign currency deposits, transaction costs etc.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-591-2003-1

**HELLO – REVENUE**  
**Rasheed K**

The Hello - Revenue case illustrates basic accounting issues of revenue recognition in Service Provider vs Commission Agent situation. It is a peculiar setting because WorldCall Phonecards Limited (WPL) is utilizing the network of another Telecommunication Company, Pakistan Telecommunication Company Limited (PTCL) to provide service to customers.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-592-2003-1

**A NOTE ON PRICING OF INTEREST RATE OPTIONS**  
**Sipra N**

Interest rate options are options on underlying assets such as bonds the value of which depends on interest rates. For these options it is generally not possible to use Black and Scholes option pricing model for their valuation. The reason for this is that three critical assumptions of Black-Scholes stock option model do not fit in the case of bond options. For interest rate options the practice is to assume an evolution process for the interest rates instead of the prices. The problem with this procedure is in deciding which interest rate evolution to assume. For example, if we are valuing an option on a three-year bond should we look at the evolution of three-year rates? But a three year bond becomes a 2½ year bond in six months, so we need to know how the 2½ year rate is evolving, and so on. Thus, unless we assume the expectations hypothesis of the term structure (in which case knowing the evolution of short- term rates is enough to determine the evolution of the entire term structure), we will have to model the evolution of the entire term structure itself.

**Subject** Finance  
**Teaching Note** No  
**LUMS No.** 02-593-2002-2

**MICROFINANCE AT FAMILY PLANNING ASSOCIATION OF PAKISTAN (B)**  
**Sipra N**

This case deals with the issue of microfinance. It focuses on the nature of such financing, and predominantly on the issue of the credit policies needed to sustain a microfinance programme. The Family Planning Association of Pakistan (FPAP) had initiated a poverty alleviation programme involving the disbursement of small loans intended to assist the very poor. The primary purpose of such loans was to generate self-employment and improve the capacity to save. Microfinance, by definition, becomes a much more complex form of lending, given the absence of conventional instruments of evaluating lending opportunities. This case highlights the difficulties involved by focusing on both the macro and the micro issues of such lending. The case can be taught in Financial Analysis, Commercial Banking and Commercial Credit.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-594-2002-1

**DESCON ENGINEERING (PVT) LIMITED**  
**Sipra N, Shah T**

On July 3, 1998, Jamal Dar, In-charge Planning, Equipment and Plant Department (E&P) at DESCON Engineering, received an equipment requirement form from the Proposal Department. DESCON had recently won a US \$21 million project with Hyundai Engineering & Construction Ltd. The form showed that the project would require the services of a 45 ton crane, in Abu Dhabi for ten months. In a meeting held a month earlier, Razak Dawood, Chief Executive Officer at DESCON, had emphasized that all decisions regarding equipment planning should be based on sound cash flow analysis, and that the equipment cost allocated to a project should be as realistic as possible. Thus it became important to determine whether it was optimal to lease the 45 ton crane or to buy it outright.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-583-2002-1

**A NOTE ON OPTION PRICING**  
**Sipra N**

In 1970, very few business schools offered courses on derivative securities such as options, forwards and futures. In the new millennium, no one can be considered adequately prepared for a career in finance without a basic understanding of these instruments. Trading in options is a multi-trillion dollar industry, employing some of the most highly paid professionals in hundreds of thousands worldwide. It has revolutionized the field of finance. It has not only provided tools for managing all kinds of risk, but has also allowed us to look at many traditional topics of finance in a new light.

**Subject** Finance  
**Teaching Note** No  
**LUMS No.** 02-584-2002-2

**A NOTE ON COMMERCIAL BANKING IN PAKISTAN**  
**Khan B A**

This Note analyses the growth of the banking sector in Pakistan over the last two decades. It focuses on the interaction of government policy, increasing consumer sophistication, technological change and the overwhelming forces of the market place, all of which impacted on commercial banks in Pakistan. These factors were largely been responsible for the financial structure that has developed in the country. More specifically, the banking system is shown to be a microcosm of the conflict and occasional congruence between public policy and market forces and its performance signifies both the opportunities and the weaknesses of the financial sector as a whole.

**Subject** Finance  
**Teaching Note** No  
**LUMS No.** 02-585-2002-2

**WALL'S POLKA ACQUISITION**  
**Sipra N**

In 1994 Lever Brothers Pakistan tried to acquire Polka ice cream for Rs 600 million. Polka refused the bid demanding instead Rs one billion. One year after the launch of Wall's ice cream by Lever brothers in 1995, Polka approached Wall's with an offer to merge the two companies. The decision focus of this case is whether Wall's should acquire Polka and if so at what price?

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-586-2002-1

**A NOTE ON THE PAKISTANI STOCK EXCHANGE: THE BADLA SYSTEM**  
**Sipra N**

*Badla* also called *Carry Over Transaction*, means getting something in return. It is a mechanism that enables rollover of speculative positions from one settlement to another. It is a financing mechanism, practiced only in Pakistan and India. In this transaction the position of the investor is carried over or extended by a certain number of days, so that the investor

can enter into the next trading period and thus maintain his position in the market, without taking delivery. In order to carry over his long position into the next trading cycle, a trader sells his position to a financier in the market in one settlement period, while concurrently buying it back in the next settlement period, at a higher rate, the difference being the interest element, or *Badla* charge. This is similar to a "REPO" (repurchase) as defined in the western markets.

**Subject** Finance  
**Teaching Note** No  
**LUMS No.** 02-587-2002-2

#### **MICROFINANCE AT FAMILY PLANNING ASSOCIATION OF PAKISTAN (A)** **Sipra N**

Microfinance – the providing of credit to the poor for self-employment and other financial and business services- has been popular among the Development circles for the last two decades as a means of poverty alleviation. Based on the experience of nearly 7,000 Microfinance Institutions around the world, which cater to 16 million clients, it has been demonstrated that it is possible for financial institutions to provide financial services to the poor in a sustainable manner. The Family Planning Association of Pakistan (FPAP) is a new entrant in the area of micro credit and their main donor, for this programme, Pakistan Poverty Alleviation Fund, wants it to become self-sustaining within four years. The main issue in the case is whether it is possible for FPAP to become self-sustaining in such a short time.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-588-2002-1

#### **D G KHAN CEMENT COMPANY LIMITED: THE LOAN RESCHEDULING DECISION** **Ashraf M J**

The case deals with financial statement analysis of D G Khan Cement Company Limited, the largest cement manufacturing company of Pakistan during a very turbulent period, 1995-1999. It describes various management and financial reporting strategies adopted by the organization to deal with the situation. The case allows the students to analyse the impact of these strategies on the financial statements of the organization.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-589-2002-1

#### **UNITED BANK LIMITED: PRIVATIZATION** **Sipra N, Masood H**

This case is based on United Bank Limited's privatization and focuses on various issues related to the transaction. In addition to this the case outlines the privatization process, traces early efforts to sell UBL, the restructuring process and the current status of the Commercial Banking industry in Pakistan. The case also profiles the various stakeholders, particularly the short-listed bidders and then leads into the actual valuation aspects of the transaction, while providing references to other similar transactions.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-590-2002-1

#### **A NOTE ON THE LEASING INDUSTRY IN PAKISTAN** **Ali S M, Malik A S**

Small businesses have difficulty in raising capital. This difficulty, among other reasons has caused many to look at leasing as an alternative financing arrangement. In recent years leasing has become a popular mode of financing, particularly in the developing countries. This note describes the importance of the leasing industry. It also outlines the problems faced by the leasing sector, the critical success factors, and the vitality of a favourable regulatory framework.

**Subject** Finance  
**Teaching Note** No  
**LUMS No.** 02-579-98-2

**A NOTE ON MUTUAL FUNDS IN PAKISTAN**  
**Ali S M, Malik A S**

Capital markets play a vital role in the economic development of a country. It is now widely accepted that there is a direct correlation between economic growth and the development of the financial sector. Mutual funds are considered to be an important source of injecting liquidity into the capital markets. A well-established financial intermediation system facilitates the economic activity by mobilizing domestic as well as foreign savings. This note explains the concept of mutual funds and the economic benefits conferred by such intermediaries. It also presents an overview of the mutual fund sector in Pakistan.

**Subject** Finance  
**Teaching Note** No  
**LUMS No.** 02-580-98-2

**FIRST AL-MURAD MODARABA**  
**Khan B A, Farooq S**

First Al-Murad Modaraba Case highlights the problems encountered by the Al-Murad Group when they decided to launch a modaraba in Pakistan. The case gives an overview of the modaraba industry, emphasizing the regulatory framework governing the sector.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-581-98-1

**AL-KARAM (PRIVATE) LIMITED: SECURED COMMERCIAL PAPER**  
**Aijazuddin M, Sipra N**

The corporate sector in Pakistan has traditionally been dependent on the banking system for its short-term capital needs. This case intends to expose students to a new way of accessing short-term finance in the Pakistani market. The Al Karam Short-Term Finance Certificates (STFC), issue was the first private placement of commercial papers in Pakistan. It was an attempt to introduce the commercial paper as a means of raising short-term finance directly from the market by the issuer and as a treasury instrument in the hands of the intermediary.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-605-98-1

**ENGRO CHEMICALS PAKISTAN LIMITED – DIVIDEND POLICY**  
**Farooq S, Sipra N**

Engro Chemicals Pakistan Limited was the second largest urea manufacturer in Pakistan. The company was previously under the management control of Exxon Chemicals Limited. In 1991, Exxon decided to divest its urea business globally, selling its 75% equity in Pakistan to employees. Despite strong urea demand in Pakistan, Exxon did not focus on capacity expansion. After the employee buyout Engro Chemicals Pakistan Limited (Engro), the new company, embarked upon an ambitious capital expenditure which did not allow it to maintain a high pay out pattern followed by Exxon.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-606-98-1

**NISHAT CHUNIAN LIMITED – FINANCIAL PROJECTIONS**  
**Farooq S, Khan N, Sipra N**

Nishat Chunian Limited (NCL) was one of the three spinning units of Nishat Group. Being a textile company, NCL had to procure cotton, which was available only during the six month period of September-March. Due to level production, this resulted in peak inventory during these six months. In view of such a raw material purchase cycle, the Finance Manager had to ensure that adequate working capital financing was available during this period.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-607-98-1

**ZULFIQAR SUGAR MILLS**  
**Latif S, Sipra N**

It was the last day of March 1997. Maha Hussain, the new Finance Director of Zulfiqar Sugar Mills (ZSM), had not yet been able to complete her report on the restructuring of the mill. She had recently obtained her MBA from a prestigious business school and joined ZSM. At the time of her joining, ZSM was on the verge of liquidation and had been declared a sick unit by the government. Since 1994, it had defaulted on its loans and the creditors had started legal proceedings against the company. Maha was asked to examine the future prospects of ZSM. If it was to continue operating, Maha had to analyse different financial restructuring options. She had to explore various ways of rescheduling ZSM's outstanding debt and select the most appropriate new equity investment proposal from the different proposals put forward by potential investor groups.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-608-98-1

**COOL BREEZE AIRCONDITIONERS**  
**Naveed A**

Ali Ahmed was reviewing the first quarter performance of Cool Breeze air conditioners in early April 1995. He was keenly aware of the fact that he had very little time left before the pressure of the peak season hit him and he was forced to seek alternative financing. His company had done extremely well since it was established, with sales and profits growing at an impressive rate. However, the company had now reached a stage where the initial level of working capital could no longer support its ongoing operations. The original line of credit of Rs. 30 million, maintained with Asia Commercial Bank, was completely exhausted. During the previous year's peak season, Ali had had a lot of problems in meeting his working capital requirements. In order to bridge the shortfall, he had relied heavily on suppliers' credit. This year, the sales prospects seemed even brighter than last year and it was evident that the resources were going to be insufficient. If his company was to achieve the projected sales levels, Ali would have to arrange an additional credit line.

**Subject** Finance  
**Teaching Note** No  
**LUMS No.** 02-609-98-1

**PRIVATIZATION OF UNITED BANK LIMITED**  
**Khan B A, Naeem N**

This case explores the privatization of a nationalized bank and the structural reforms needed for its smooth transition from a public sector financial institution to one in the private sector.

The privatization process of UBL started in late 1995. The World Bank and the IMF had directed the Government of Pakistan to privatize the financial institutions in order to generate financial resources and reduce the government's dependence on foreign loans. It was decided that United Bank be privatized first, followed by Habib Bank. UBL was offered only to the foreign buyers, on an 'as is where is' basis and Saudi Basharahil Group finally became the sole bidder after Faysal Bank's withdrawal from the bidding process. It was decided that the bank be handed over to the Saudi Group by the end of March 1996. However, due to speculation about the Group's authenticity to manage a mega banking institution like UBL and the inherent problems such as the liquidity crunch, excessive expenditures, unruly labour union, and irrational loan policy, faced by the bank, the privatization of UBL was cancelled. In April 1996, the State Bank of Pakistan took over the management control of UBL, and to date it has not been offered for sale again. Currently restructuring of the bank is under process with the help of a new management team. It is believed that the privatization of HBL will precede that of UBL.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-553-97-1

**PRIVATE EYE HOSPITAL: A FEASIBILITY STUDY**  
**Sipra N, Shami S**

This case presents the feasibility study of a proposed eye hospital. Dr and Mrs Ahmed had detailed all investments and carried out a thorough market research. The hospital was to be established within the Defence Society, Lahore. However, after facing a lack of Government incentives and loans (if available) at high interest rates the couple was in a dilemma whether to establish the hospital or not.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-555-97-1

**THE BOARD MILL PROJECT**  
**Ali S M, Malik A S**

The case deals with Imran Bukhari, Assistant Manager Finance, Shakarganj Mills Limited (SML), who was assigned the responsibility of preparing a feasibility report for a board mill project. The case familiarizes students with the concept of Capital Budgeting and adopts straightforward project cash flows to determine the viability of the project by calculating its Net Present Value (NPV).

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-556-97-1

**HABIB JUTE MILL LTD (HJM)**  
**Sipra N, Haider S I**

This case deals with HJM's financial difficulties. HJM had accumulated a debt of over Rs 70 million, and its creditors, a consortium of financial institutions had shed the company. The case deals with financial forecasting and debt restructuring.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-558-97-1

**VALUATION OF PAK SAUDI FERTILIZER**  
**Sipra N, Hassan S F**

This case provides a review of the different valuation techniques that may be used in the exercise. It also focuses on the appropriate rates for discounting purposes. The case looks at the discussions between fellow analysts as they attempt to determine the most appropriate method for valuing a firm in the fertilizer industry. To support this, use the Note on Fertilizer Industry in Pakistan LUMS # 02-560-97-2.

**Subject** Finance  
**Teaching Note** No  
**LUMS No.** 02-559-97-1

**A NOTE ON THE FERTILIZER INDUSTRY**  
**Sipra N, Hassan S F**

This note is an overview of the fertilizer industry in 1995-96. It deals with demand and supply, projection for industries, and various types of products and processes. It also changes in the regulatory environment and provides some information on unit prices. It provides the background of the two cases: Acquisition of Pak Saudi Fertilizer and Valuation of Pak Saudi Fertilizer.

**Subject** Finance  
**Teaching Note** No  
**LUMS No.** 02-560-97-2

## ACQUISITION OF PAK SAUDI FERTILIZER

Sipra N, Hassan S F

This note comprised three reports by the *Business Recorder* that followed the controversial bidding of Pak Saudi Fertiliser Limited (PSFL) in 1996. In the bidding held at the Private Commission on April 16, 1996, UAE's Messrs Emirates Investment Group was awarded the bid, although the Pak Saudi Employees Management Group had offered to match the Emirates offer of Rs. 109 per share. The latter's offer was refused as the Commission stated that they had not provided verifiable information about the source of their funds. The Pak Saudi Employees Management Group countered that they had not received any communication regarding such a requirement and the invitations for bids document also did not require information about the source. The group then went to the Lahore High Court to appeal against this decision, and the court restored their right to match the bid offered by the UAE group. According to fertilizer industry sources, the pay-back on the PSFL with proper operations was around Rs. 1 billion a year.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-561-97-1

## KOHINOOR ENERGY LIMITED

Sipra N, Shah T

The power sector in Pakistan was under full government control till 1994. The demand for electricity far outpaced supply. As a result, the government introduced a new power policy in 1994, which encouraged the private sector to participate in the sector. Kohinoor Energy Limited (KEL) was the first independent power project to achieve financial closure. Under the new policy, the potential returns to the investors were very attractive. The tariff structure was designed to insulate the project's cash flows from exchange rate fluctuations, inflation and low capacity utilization.

In August 1995, the final step for KEL, before the commencement of commercial operations, was the offering of its shares to the public. The market conditions at the time were not good. The company had received an offer from a group of investment banks to underwrite the shares at a price of Rs 17 per share. The Board of Directors were wondering whether they should accept an offer price, much lower than what they had expected.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-573-97-1

## LAHORE LEASING CORPORATION

Sipra N, Ahmad H

This is a case about Credit Rating. It gives the background of Pakistan's First Credit Rating Agency (PACRA). It provides examples of how PACRA goes about rating a company, in this case, a financial institution.

**Subject** Finance  
**Teaching Note** No  
**LUMS No.** 02-574-97-1

## DEWAN SALMAN FIBRE LIMITED (B)

Khan B A, Shah T

Dewan Salman Fibre Limited (DSFL) had issued Pakistan's first Euro-convertible bond worth US \$45 million, in May 1994. The bonds were selling at a 40% discount in October 1996. An investment bank proposed that DSFL buy back its outstanding bonds from the market. The purchase price would be provided by the bank, in the form of a five rupee loan. Even though the bank was convinced that this would result in an increase in the company's net worth, the company had shown little interest in the bank's offer. Asma was assigned to present a comprehensive analysis, which would convince the company to accept the bank's proposal.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No** 02-575-97-1

**GREY CEMENT LIMITED**  
**Sipra N, Masood B, Hassan U**

This case gives the process of credit rating given by a Credit Rating Agency PACRA for a proposed term finance certificate to be issued by Grey Cement Ltd.

**Subject** Finance  
**Teaching Note** No  
**LUMS No.** 02-576-97-1

**HEAVY MECHANICAL COMPLEX LIMITED TAXILA (A): VALUATION**  
**Sipra N, Malik N**

This case is about valuation at HMC which manufactured large-scale plants such as sugar mills, textile units etc. It differs from other valuation cases in that future projections for this plant were different from those of other manufacturers. For example, cash flow projections for a cement plant with steady sales is relatively simpler as it is a mere extension of past productivity whereas sales for HMC complex are very dependent on contract; each contract being different from any previous one.

**Subject** Finance  
**Teaching Note** No  
**LUMS No.** 02-577-97-1

**HEAVY MECHANICAL COMPLEX LIMITED TAXILA (B)**  
**Sipra N, Malik N**

Case B gives financial projections for HMC as done by the analyst of an investment bank which was the financial advisor for the privatization of this unit.

**Subject** Finance  
**Teaching Note** No  
**LUMS No.** 02-578-97-1

**SHEZAN INTERNATIONAL- MANAGEMENT GROWTH**  
**Ali S M , Hibbert T**

This case extends the issue of financing options to look at how a company decided to finance its growth through a capital project in the context of special incentives which impact upon the cost of the financing. The relevant financing alternatives were examined in this case, and with the data available it was possible to evaluate a preferable growth strategy, based on an assessment of the risks, and thereby makes a set of recommendations to the company's Board of Directors.

**Subject** Finance  
**Teaching Note** No  
**LUMS No.** 02-582-97-1

**ALLIED BANK OF PAKISTAN**  
**Sipra N, Khan B A, Carmen, Aijazuddin M**

This case focuses on the privatization of a major public sector bank in Pakistan. It captures both macro and micro issues. The former includes the policy of liberalization and changes in banking structure during the period 1990-93, and the latter examines the bank's performance. The case also looks at the privatization process, the form of the sale (ESOP), valuation issues and negotiations between the conceived parties.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-544-96-1

**THE FOREIGN EXCHANGE BEARER CERTIFICATES**  
**Sipra N, Imtiaz S**

This case introduces students to a financial instrument that has drastically altered the foreign exchange control situation in Pakistan. The case can be used to examine some wider foreign exchange policy and control issues. It can also make an interesting lead in a discussion about parallel currency markets. Teaching Purpose: This case can also be used to teach Standard Purchasing Power Parity and Interest Rate Parity issues.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No** 02-546-96-1

**PACKAGES LIMITED: TERM FINANCE CERTIFICATES**  
**Khan B A, Aijazuddin M**

The Packages TFC case is about the first publicly floated and traded corporate debt instrument in Pakistan. Fakir Syed Aijazuddin, CEO of First International Investment Bank, had to reflect on how the debt market could be developed. He also had to analyse the structure of future debt instruments, with regard to tenor, pricing, structure and security.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-548-96-1

**DEWAN SALMAN FIBRE LIMITED (DSFL)**  
**Khan B A, Naeem N**

Dewan Salman Fibre Limited (DSFL) issued Pakistan's first Euro-convertible bond in May 1994. The bond issue was of US \$45 million and it was offered globally to finance their project expansion. It was anticipated that the new offer would not only pave the way for attracting foreign investment in Pakistan through debt instruments, but would also offer the investors an opportunity to hold the stock of the company. However, the stock price plunged immediately after the issue, and the benchmark United States Federal Reserve interest rate rose to over 7% per annum. This significantly affected the performance of the international capital markets. Consequently, the DSFL issue suffered withdrawals, which made an expected over-subscribed transaction into a heavily discounted one.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-549-96-1

**DECLINE OF THE PAKISTANI RUPEE**  
**Sipra N, Ishfaq F**

The rupee was devalued by 12% during the fiscal year 1995-96. This devaluation was generally supported by the textile industry, but there were many people who argued against it. To understand the impact of devaluation on the Pakistani economy, the Lahore Chamber of Commerce and Industry held a debate between Professor Sajjad Haider, senior economist at the Chamber, and Professor Ijaz Nabi of LUMS. Professor Haider supported the devaluation decision while Professor Nabi presented a more cautionary scenario. This case is a summary of this debate. The key issue discussed was the interlinkage between budgetary deficit, trade balance, inflation, export competitiveness and foreign currency reserves.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS. No.** 02-550-96-1

**MUSLIM COMMERCIAL BANK: VALUATION**  
**Khan B A, Aijazuddin M**

The Muslim Commercial Bank case is primarily about understanding the issue of valuation in Pakistan's first privatization. The Nawaz Sharif government, confident after the elections in 1990, wasted little time in embarking on a big bang approach to privatization. The time frame was remarkable in the speed of the transaction, though there was a controversy over the lack of transparency in the valuation and bidding process. The case is primarily a valuation exercise

touching on the Break up/book value, the Dividend Growth Model, the EPS and the Free Cash flow Model.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-551-96-1

**PAKISTAN TELECOMMUNICATION CORPORATION: JEWEL OF THE PRIVATIZATION PROCESS**  
**Khan B A, Aijazuddin M**

The PTC case touches on the privatization of Pakistan's state-owned telecommunications company. The challenge facing the Government of Pakistan, and specifically the Privatization Commission, was how to successfully manage the privatization and deregulation process whilst maintaining a clear objective of the goals of privatization. Several issues were at stake - the evaluation of the company, the method and timing of privatization, attracting interest in the company, the number of competitors, the timing of their entry and the degree of operational freedom they would be allowed, as well as the regulatory structure post privatization.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-552-96-1

**GATRON INDUSTRIES LIMITED**  
**Khan B A**

This case examines the issue of pricing of shares in an underdeveloped market context. It focuses on two critical themes. First, the role of the Government in regulating the capital market in Pakistan through the Corporate Law Authority is considered. Second, the mechanism of share pricing in Pakistan is examined, including premium offers, valuation techniques, and the ad hoc nature of regulation.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-409-95-1

**SEARLE PAKISTAN (PRIVATE) LIMITED**  
**Khan B A**

Searle examined the loans involved in the flotation of new shares. This particular case examines a local company which had recently acquired a multinational status and then wished to make a private placement at a substantial premium. The case looks at the role of the regulatory authorities, the mechanisms of capital restructuring, and the implication for shareholders.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-414-95-1

**A NOTE ON THE CORPORATE LAW AUTHORITY & CONTROLLER OF CAPITAL ISSUES**  
**Khan B A**

This note narrates the organizational structure and role of the Corporate Law Authority (CLA) as the regulatory body of the Government of Pakistan for the implementation of companies, legislation, and its function in precluding concentration of commercial and financial activity in the country. The note also underlines the importance of the Controller of Capital Issues (CCI) regarding the approval and regulation of all new issues.

**Subject** Finance  
**Teaching Note** No  
**LUMS No.** 02-415-95-2

## **A BACKGROUND NOTE ON THE CEMENT INDUSTRY IN PAKISTAN**

**Sipra N; Chaudhry A R**

This note provides a general description of the cement industry, product, process, industry performance and geographical characteristics. There is some mention of industry risks at the conclusion. This note also contains a map, tables, and chronological data on the cement industry in Pakistan.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-449-95-2

## **A NOTE ON FINANCIAL MARKETS IN PAKISTAN**

**Shah S**

This note discusses the role of the financial markets (money and capital market) in providing intermediation services to savers and investors in the context of the Pakistan economy. The note describes the crucial plan of income and extends this to financial institutions in Pakistan. It also describes the roles of different intermediaries and finally looks at their performance in mobilizing resources.

**Subject** Finance  
**Teaching Note** No  
**LUMS No.** 02-471-95-2

## **A NOTE ON THE SCHEDULED BANKS OF PAKISTAN**

**Shah S**

This note examines the operational performance of the scheduled Banks in Pakistan up to 1988. It focuses mainly on the country's five nationalized commercial banks. It examines asset liability management, trends in deposit growth, lending by banks, liquidity and returns. It also touches regulatory requirements and compares Pakistan's banking performance with other countries in terms of credit expansion.

**Subject** Finance  
**Teaching Note** No  
**LUMS No.** 02-472-95-2

## **A NOTE ON THE KARACHI STOCK EXCHANGE**

**Shah S**

This note provides a fairly detailed description of the operations of Pakistan's largest Stock Exchange in Karachi. The note describes the role of different intermediaries, floor trading, the machineries of bidding and registration, and other details on transactions on the Karachi Stock Exchange.

**Subject** Finance  
**Teaching Note** No  
**LUMS No.** 02-473-95-2

## **DG KHAN CEMENT COMPANY LIMITED**

**Sipra N, Chaudhry A R**

In January, 1992, after the privatization policy of the Government of Pakistan, Pakistan's Privatization Commission offered eight cement companies for sale, including DG Khan Cement. Investors were keen on DG Khan Cement due to its relatively new foreign plant which utilized the most cost effective method to manufacture cement. The Chairman Nishat Group decided to bid for DG Khan Cement Company Limited in view of the profitable returns of the cement industry combined with an opportunity to acquire a going concern. This case is accompanied by a 'Background Note on Cement Industry in Pakistan'; LUMS Note No. 02-0284-95-2.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-510-95-1

**A NOTE ON FINANCIAL INSTRUMENTS IN PAKISTAN**  
**Khan B A, Limbuwalla B**

This note encompasses the rapid liberalization of the Financial Sector of Pakistan with the emergence of Leasing Companies as an alternative means of financing, lifting of foreign exchange restrictions, and a phenomenal growth of the stock market. The note also expands on the variable and fixed income financial instruments.

**Subject** Finance  
**Teaching Note** No  
**LUMS No.** 02-547-95-2

**A NOTE ON THE ROLE OF THE CENTRAL BANK AND THE ISSUE OF AUTONOMY** Khan B A,  
**Forsythe M**

This note examines the role of central banks and the various types of relationships between central banks and central governments. The legal framework for central banking in Pakistan is examined and the performance of the State Bank of Pakistan with respect to its monetary, regulatory and developmental roles is considered.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No:** 02-262-94-2

**SAIF'S PAPER VENTURE**  
**Ali S M, Munir K, Malik S**

This case involves an inexperienced entrepreneur Saif Ali and his paper mill venture. This case will familiarize students with the concept of Capital Budgeting and enable them to understand various other concepts involved in determining the financial viability of a project, like the cost of capital.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-282-94-1

**BCCI (A) – DEVELOPMENT OF AN INTERNATIONAL BANK**  
**Khan B A, Isert K**

This is a case about the rise and fall of an international bank. Its theme is identifying and seeing a market niche to determine bank strategy.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-283-94-1

**RAVI TEXTILE MILLS LIMITED**  
**Sipra N, Raza A**

Khawaja Sami Rashid, Executive Director, RTML was faced with the decision to choose between leasing equipment worth Rs 24 million, or acquiring it outright by obtaining a loan from the bank. The main objective of the case is to provide a typical example of leasing in the Pakistani environment. Students are asked to evaluate the lease versus loan option.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-177-92-1

**A NOTE ON LEASE FINANCING IN PAKISTAN**  
**Sipra N; Khan S H**

This note gives a detailed account of a relatively new mode of financing in Pakistan. It describes the government's role in the regulation of the leasing industry, and the benefits of different types of leasing. The case also presents a comparison

of leasing and buying, and illustrates the typical process flow in a leasing transaction.

**Subject** Finance  
**Teaching Note** No  
**LUMS No.** 02-178-92-2

### **ANTIBIOTICS (PVT) LTD**

**Imtiaz S**

Antibiotics (Pvt) Limited was the only plant in Pakistan that produced basic Penicillin. The company was established in 1958, and since then had suffered repeated losses. In 1989, it filed a request for a short-term finance facility with the Pakistan Development Finance Institution (PDFI). R I Khan, a senior investment officer at PDFI had to evaluate APL's estimate of its working capital needs, the probable schedule of repayment on the loan, and the nature and degree of risks that PDFI would be incurring in lending to APL. The case is designed to illustrate the mechanics of financial forecasting, the use of such analytical techniques as breakeven analysis and the sources and uses of funds statement.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-170-90-1

### **PARTICLE BOARD PROJECT**

**Erskine J, Sipra N, Rana A I**

Imran Bokhari, Assistant Manager Finance, Shakarganj Mills prepared a feasibility report for a board mill project. The project was to be finance by a combination of internal and external support funds. Imran's preparation involved collecting data on market evaluation, fixed costs such as civil works and vehicles, the cost of raw materials and the cost of goods sold. In addition to necessary projections and cost estimates, the case lists some assumptions on capital expenditure, depreciation, production and sales, cash requirements, taxes, salvage value, accounts receivable, inflation, and inventory on which the study was based.

**Subject** Finance  
**Teaching Note** No  
**LUMS No.** 02-171-90-1

### **ITTEHAD CHEMICALS**

**Sipra N, Khan B A**

The Senior Officer, National Development Finance Corporation was considering a request from Ittehad Chemicals for an LC/Mark-up facility of Rs 20 million to meet its increasing working capital requirements. The proposed facility would substitute for the existing mark-up facility of Rs 20 million and would be utilized for the import of engineering stores and raw materials. On the basis of various company indicators and economic projections, the Officer had to decide whether or not to grant the new facility. The primary purpose of this case is to give students an opportunity to i) examine project working capital needs by using the data provided in the income statement, balance sheet, and the estimates for future production and sales, and ii) to look at the repercussions of borrowing decisions.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-172-90-1

### **THE OLYMPIC TEXTILE MILLS LIMITED**

**Shah S, Imtiaz S**

The Olympic Group of Industries engaged a consultant to prepare a detailed feasibility study which covered the technical, marketing, and financial aspects of a spinning unit. The idea seemed more promising in the wake of the government's waiver of custom duties and sales tax on industrial plants and machinery in underdeveloped areas. The case provides a background on the cotton yarn spinning industry in Pakistan, and provides a break-up of detailed financial projections made by the consultant.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-175-90-1

## **A NOTE ON THE STATE LIFE INSURANCE CORPORATION**

**Khan B A**

This note begins with an introduction to the operations of State Life Insurance Corporation (SLIC). It goes on to explain what life insurance is; its significance and the role of SLIC in this area. The note previews rapid changes taking place in the life insurance business and lays special emphasis on competition in the private sector with the entry of private insurers and the future of this business in Pakistan.

**Subject** Finance  
**Teaching Note** No  
**LUMS No.** 02-474-90-2

## **A NOTE ON TERM STRUCTURE OF INDUSTRY RATES AND YIELD TO MATURITY**

**Khan B A, Sipra N**

The primary purpose of the note is to introduce students to the term structure of interest rates and yield to maturity. The first part provides definitions, simple examples and diagrams. The second part is theoretical in nature and reviews the main theories, explaining the phenomenon of term structure and yields.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-166-89-2

## **PILCORP LTD**

**Shah S**

The case focuses on the method of evaluating leases from the lessor's point of view. Burhan Khan, Senior Marketing Officer of Pilcorp was asked to explore the feasibility of a lease swapping proposal by American Express Banking Corporation. This included the calculation of a cost of capital for the company and the identification of relevant cash flows. The decision could then be made by estimating the NPV of the lease or by calculating the IRR and comparing it to the cost of capital. The case also provides students with a brief background of the leasing industry in Pakistan.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No** 02-167-89-1

## **DETERMINANTS OF THE RATE OF INTEREST**

**Khan B A**

Written in a conversational form, this note introduces interest rates and its key determinants. Issues explained include the concept of 'equilibrium' interest rate as a result of a functioning market mechanism, demand and supply changes, and the three corresponding major theories: the Neo-classical Loanable Funds Theory, the Keynesian Liquidity Preference Theory, and the Classical Theory. The final section is a brief look at the relationship between economic policy and interest rates.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-169-89-1

## **SUPERTRAVEL (PRIVATE) LIMITED**

**Ahmed M B**

This case describes the maintenance of financial records at a travel agency, and the Managing Director's apprehensions about it. He suspected that the low profit figure reported was due to the accountant's insufficient grasp of the fundamentals of accounting, but was himself unsure of the correct method to be adopted.

**Subject** Finance  
**Teaching Note** No  
**LUMS No.** 02-179-89-1

## **A NOTE ON THE LEGAL FRAMEWORK OF COMMERCIAL BANKING IN PAKISTAN**

**Sharif H**

This case discusses the various laws and regulations governing entry into the banking business in Pakistan. It outlines the role of the principal banking authorities, such as the Pakistan Banking Council and the State Bank of Pakistan. The State Bank's position as the supervisory body of commercial banks and its powers are also examined. The case also highlights the concept of Islamic banking.

**Subject** Finance  
**Teaching Note** No  
**LUMS No.** 02-274-89-2

## **PREMIER TANNERIES OF PAKISTAN LIMITED**

**Ahmed M B**

Javed Aziz, Chief Accountant, Premier Tanneries analysed the trade policies of Premier, and also the export incentives provided by the government of Pakistan. He had to present a report on the use of letters of credit by the company to the Managing Director, Sohail Ahmad. Teaching objectives of the case include introducing students to a commercial letter of credit and to exploring the need for such letters, as opposed to using other methods of trade financing. Students also learn to identify issues relating to government policy which affect an exporting company.

**Subject** Finance  
**Teaching Note** No  
**LUMS No.** 02-159-88-1

## **BANKERS' EQUITY LIMITED (A)**

**Shah S**

The case deals with the efforts of Bankers' Equity Limited, a development finance institution, to tap the capital markets in Pakistan by introducing a new financial instrument called the Certificate of Investment. The MD had to decide whether to launch the proposed certificate without certain key features disallowed by the Government of Pakistan; features which would affect the marketability of the asset. The case allows students to evaluate and compare various features of the proposed instrument with competing instruments in the market. These features include rate of return, maturities, liquidity, risk, etc.

**Subject** Finance  
**Teaching Note** Yes  
**LUMS No.** 02-162-88-1

## **WAPDA BEARER BONDS (A)**

**Shah S, Khan B A**

The General Manager Finance (Power) of WAPDA wondered whether the Authority could repeat the WAPDA Bearer Bond issue in the next financial year. Even though the issue had been oversubscribed by over 1 billion rupees, in the initial period of the tap only Rs 800 million had been raised, so some form of re-evaluation was obviously called for. The GM was also concerned about the underdeveloped nature of secondary markets in Pakistan; although the Bonds had been listed and quoted on two major stock exchanges there had been little trading activity in them. The initial trading activity had resulted in a substantially discounted bid price, creating serious organizational image problems for future trading and future issues.

**Subject** Finance  
**Teaching Note** No  
**LUMS No.** 02-163-88-1

## **WMK INVESTMENT ADVISORY SERVICES (A)**

**Aziz N**

In July, 1987, W M Khan, Managing Director of WMK Investment Advisory Services was reflecting upon the National Development Finance Corporation (NDFC) brochures. He was studying the returns offered by NDFC on their various deposit schemes.

**Subject** Finance  
**Teaching Note** No  
**LUMS No.** 02-084 -87-1

### **WMK INVESTMENT ADVISORY SERVICES (B)**

**Aziz N**

In June, 1987, W M Khan, Managing Director of WMK Investment Advisory Services was reviewing the files of four clients. Each of these clients had a very specific problem which required a good understanding of finance.

**Subject** Finance  
**Teaching Note** No  
**LUMS No.** 02-108-87-1

### **PRIME DAIRIES LIMITED (A)**

**Shah S**

The case explores the feasibility of setting up a packaged yogurt plant, a totally new concept in the Pakistani consumer market. Farooq Hameed, Finance Director of Prime Group did a thorough market research of the product they were about to launch. The Group set up a pilot plant and identified certain areas in the city as test market. The case provides an insight into making cash flow analysis and sensitivity analysis.

**Subject** Finance  
**Teaching Note** No  
**LUMS No** 02-145-87-1

### **BIG BIRD POULTRY BREEDERS (PVT) LIMITED**

**Aziz N**

Abdul Basit, Managing Director, Big Bird Poultry Breeders prepared a comprehensive evaluation of a breeder hatchery project, based on financial and non-financial criteria. The project would involve a total investment of Rs 13.5 million and was crucial for the company's future in the poultry business. The case explores such issues as systematic financial viability, marketing strategy and production management.

**Subject** Finance  
**Teaching Note** No  
**LUMS No.** 02-146-87-1

### **NATIONAL INDUSTRIES LIMITED, PAKISTAN**

**Ahmed M B**

The case revolves around Nasir Mahmood, the Finance Director of National Industries Limited. His dilemma was how to react to stock market and shareholder expectations for a high dividend, when the company itself required liquidity. The immediate issue was whether National should issue a non-cash dividend as opposed to a cash dividend, and what factors should be considered in deciding payment of dividends. The class discussion should lead to an exploration of different types of dividends, and factors that a company should examine before paying a dividend.

**Subject** Finance  
**Teaching Note** No  
**LUMS No.** 02-271-87-1

## **PRODUCTION/ OPERATIONS MANAGEMENT**

### **TELENOR PAKISTAN: NEW PRODUCT DEVELOPMENT**

**Rafi S, Javaid K, Rana A I**

Telenor Pakistan had been operating in a very competitive environment; and creativity and product innovation were key to survival. With the growth of the business, the organization grew in numbers resulting in and increasing the number of SOPs, control systems and structures. This threatened the organization with losing its creativity and, in turn, competitiveness. Product Development Framework was introduced to ensure that the product development process was formalized while ensuring all projects critical to organizational strategy were successfully launched. During Zamin project, the cross-functional team (CFT) faced numerous challenge from product development and project management perspective.

**Subject** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.:** 03-859-2017-1

### **FIRHAJ FOOTWEAR: PRODUCTION CAPACITY ANALYSIS**

**Rafique R A**

This case is about a shoe manufacturing company in Lahore. The CEO of the company was anticipating an increase in demand in the near future and wanted to know about the current capacity of the organization. Hence, a detailed analysis of production capacity was required.

**Subject** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.:** 03-858-2016-1

### **GROUND HANDLING: AN INDUSTRY OVERVIEW**

**Hussain M, Jalil M N**

The aviation industry in Pakistan is relatively very limited in size, operations as well as business activities, as compared to its global counterparts in terms of business operations. The industry itself precisely involves a) the airlines and b) ground-handling services to cater to the airlines' requirements but there are needless to say many more stakeholders than just these two players. This note reviews the ground handling industry in Pakistan in detail. All reviews have been completed.

**Subject** Production & Operations Management  
**Teaching Note** No  
**LUMS No.:** 03-845-2016-2

### **PUBLIC SECTOR PROJECT MANAGEMENT IN PAKISTAN: GOVERNANCE PROCESS AND ISSUES**

**Waheed Z**

Projects, which are essentially a set of activities with a start and a finish designed to create a unique product or service, are a means of bringing about change. Growth and development in any country depends on these vehicles of change. This note focuses on projects deemed 'projects' and funded and administered as such in Pakistan. For example, the preparation of the annual budget or financial audit may be 'projects' technically. However, they are not considered to be 'projects' in the public sector administrative framework. This note covers all aspects of public sector project management in Pakistan.

**Subject** Production & Operations Management  
**Teaching Note** No  
**LUMS No.:** 03-844-2016-2

## **A NOTE ON LAHORE KNITWEAR INDUSTRY STRUCTURE**

**Rauf H, Rehman F**

This technical note captures the evolution of the industry which started with the advent of the Ammar Textiles Company. The note highlights the vertical structure of the industry in its earlier years and the issues that led to the adoption of the vertical model. It also explains the benefits of the quota regime that helped to kick start the industry. However, the stability of orders brought complacency among the entrepreneurs. This sudden loss of orders after the quota regime due to regional competition signifies the structural issues in the industry. The note also highlights the current standing and sets the stage for discussion on the future of the industry.

**Subject** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.:** 03-843-2016-2

## **PUNJAB SKILLS DEVELOPMENT FUND**

**Zaffar MA**

In September 2013, Mr Ali Akbar Bosan (Chief Operating Officer of PSDF) and his technical team are in the process of preparing the EOI for the soon to be launched Skills for Garments Scheme. A skills needs assessment workshop for the garment sector has recently been conducted. As expected, there is a huge demand by the workshop's participants to design a training programme for market-driven skills which address human capital deficiencies in the apparel industry. Ten districts have been identified for training 30,000 individuals. Mr Bosan knows that the selection of the right training service providers (TSPs) would ensure the sustained economic viability of the trainees and address the scarcity of skilled labour for the garments sector in Punjab.

**Subject** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.:** 03-857-2015-1

## **MILLAT TRACTORS LIMITED: HAS THE TIME COME TO SAY GOOD BYE TO MASSEY FERGUSON (MF)?**

**Jajja M S S, Hassan S Z**

Mr. S. M. Irfan Aqueel, CEO Millat Tractors Limited (MTL) had to chalk out a company strategy and action plan for dealing with MTL's contractual obligations with Massey Ferguson (MF). If MTL continued the technology partnership with MF, MTL would not be able to export tractors. Exporting tractors was important for MTL because the local tractor demand had slashed to half in the past couple of years, thus leaving half of the production capacity of MTL and its 250 vendors unutilised. On the other hand, breaking ties with MF would generate several challenges for MTL in the local market. Aqueel had to present his recommendations and action plan about how to move forward.

**Subject** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.:** 03-856-2015-1

## **IMPROVING PROCESS CAPABILITY AT PACKAGES LTD - USING QUALITY IMPROVEMENT STORYBOARD A & B**

**Asif H, Rana A I**

This case highlights the efforts to overcome process variations and to improve process capability in a company (Packages Ltd) that has been a market leader since its inception in 1956. This change was catalysed by strong competition and increasing customer demand and was instituted using a large-scale companywide Quality Improvement Program. A Quality Circle team was formalized and Quality Improvement Storyboard format was used to get to the root cause of the problem. Variation in crease stiffness values was observed as a major cause for high quality rejections from PTC. The Quality Circle team used Statistical Process Control (SPC) tools for data analysis and making corrective and preventive measures. Case (A) gives an overview of the problem in detail and briefs about a systematic problem methodology adopted to overcome the problem. Case (B) will be handed over to students in class that leads students through the final steps of the Quality Improvement Story and poses questions for the broad implications and applicability of the quality Improvement Program. Systematic investigation by using Quality Improvement Storyboard format helped Packages reduce quality rejections and sustain market leadership. This helped them keep the competition at bay.

**Subject:** Production & Operations Management  
**Teaching Note:** No  
**LUMS No.:** 03-855-2015-1

**SHALIMAR INTERCHANGE**  
**Rafi S, Rana A I, Malik M A R**

Shalimar Interchange was the first three-tier road infrastructure project in Punjab. The project was contracted to Frontier Works Organisation (FWO) with Lahore Development Authority (LDA) as the client. The project was given a very challenging timeline from the start. In April 2009, the Project Director Sibte Hassan made a presentation regarding its progress to the Chief Minister of Punjab, and was later tasked by his boss Shahid Niaz to complete the project at the earliest. The major decisions facing Hassan were planning the material procurement strategy, deciding where to cast the girders and expediting the work on the project.

**Subject** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.:** 03-854-2015-1

**INTRODUCTION TO AGRIBUSINESS VALUE CHAIN**  
**Zaffar M A**

The purpose of this background note is to introduce the concept of agribusiness value chains using Michael Porter's Value Chain framework. The different activities in the value creation and delivery process are described for an organisation. The discussion is extended to introduce the concept of industry value chains. As an illustrative example, Porter's framework is then applied in the context of a kinnow (orange) exporter from Bhalwal, Sargodha, to understand the value chain of his export business. The example is used to touch briefly upon the overall kinnow value chain in Pakistan.

**Subject:** Production & Operations Management  
**Teaching Note** No  
**LUMS No.:** 03-842-2015-2

**PUBLIC SECTOR PROCUREMENT STAGE 4**  
**Khan J H, Jalil M N**

This reference note is fifth in the sequence of an eight series technical note written to introduce basic elements of public sector procurement process as envisaged by the Public Procurement Regulatory Authority (PPRA). Specifically, Stage 4 of the procurement process explains the standard procedures to follow after the bid document has been drafted. It gives details on when and where the Procuring Agency (PA) has to publish an invitation to bid notice and how it must issue the bid documents to bidders. It provides guidelines on organising a pre-bid conference and/or site visit for complex procurements. This stage also gives information on handling bidder clarifications, modification to the bid document and extension to the bid deadline. Finally, it concludes at the opening of the received bids.

**Subject:** Production & Operations Management  
**Teaching Note:** Yes  
**LUMS No.:** 03-841-2015-2

**PUBLIC SECTOR PROCUREMENT STAGE 3**  
**Khan J H, Jalil M N**

This reference note is the fourth in a sequence of eight technical notes written to introduce basic elements of the public sector procurement process as envisaged by the Public Procurement Regulatory Authority, Pakistan. Generally, all the eight notes elaborate the steps that need to be followed to ensure that the procurement process is in compliance with Public Procurement Rules 2004 and that the objectives of procurement principles are achieved. After going through these readings, the reader will have a comprehensive understanding of the complete lifecycle of the public sector procurement process along with the key principles of public sector procurement. Specifically, Stage 3 of the procurement process explains the standard procedures to follow for shortlisting or prequalifying suppliers when it is beneficial for the Procuring Agency (PA) to restrict competition. Pre-qualification procedure is used to identify qualified bidders when procurement is complex or of high value. This stage discusses the Expression of Interest procedure which is a form of

pre-qualification procedure for consultancy services. It also provides guidance on preparing the Invitation to Tender notice where no pre-qualification has been conducted. When open competition, through the publication of a notice, is not appropriate or feasible, a shortlist of bidders is developed to ensure effective competition. This stage also discusses drafting the bidding document, the request for proposal document, and the request for quotation document.

**Subject:** Production & Operations Management  
**Teaching Note:** Yes  
**LUMS No.:** 03-840-2015-2

### **ESTABLISHING SPECIFICATIONS FOR MINERAL WATER PROCUREMENT** **Mehmood A, Jalil M N**

When carrying out procurement, it is essential that the specification requirement is stated clearly and accurately to avoid misunderstanding by the suppliers. The final outcome will be largely determined by the effort undertaken to define the set of requirements that need to be satisfied. The purpose of this caselet is to engage participants in discussing a potential emergency situation, where water needs to be distributed to the affected victims. The participants are required to write specifications for procuring 100,000 litres of water as inventory. They need to focus on mineral content and packaging when setting their specifications.

**Subject** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.:** 03-853-2014-1

### **PROVINCIAL FOOD DEPARTMENT (A-H): SILO DECISION** **Zaffar M A**

The Provincial Food Department (PFD) case series (A-H) was written for use in the ASP-LUMS Procurement Management workshops. The workshops are run for different tiers of professionals working within the government sector. The cases revolve around a food department's need for food silos to address the growing food insecurity problem in the state. The cases are designed to take the participants through the various stages of the procurement process in the public sector.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.:** 03-852-2014-1

### **PUBLIC SECTOR PROCUREMENT STAGE 5: EVALUATING OFFERS** **Mehmood A, Khan J H, Jalil M N**

This reference note is sixth in a sequence of eight technical notes written to introduce basic elements of the public sector procurement process as envisaged by the Public Procurement Regulatory Authority Pakistan. Generally, all the eight notes elaborate the steps that need to be followed to ensure that the procurement process is in compliance with Public Procurement Rules 2004, and that the objectives of procurement principles are achieved. After going through these readings, the reader will have a comprehensive understanding of the complete lifecycle of the public sector procurement process along with the key principles of public sector procurement. Specifically, Stage 5 of the procurement process explains the standard procedures to follow when evaluating bid offers. It distinguishes between standard procedures for evaluating bids for goods, works and routine services, and evaluating bids for consultancy services. The evaluation of the submitted bids is crucial in determining the bid which provides the Procuring Agency (PA) with the best value for money, depending on the objectives or aims of the PA, i.e. whether it is looking for best quality or lowest price or a combination of both.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.:** 03-837-2014-2

## **PUBLIC SECTOR PROCUREMENT STAGE 6: AWARDING CONTRACTS**

**Khan J H, Jalil M N, Mehmood A**

This technical note is seventh in a series of eight technical notes written to introduce basic elements of public sector procurement process as envisaged by the Public Procurement Regulatory Authority Pakistan. Generally, all the eight notes elaborate the steps that need to be followed to ensure that the procurement process is in compliance with Public Procurement Rules 2004, and that the objectives of procurement principles are achieved. After going through these readings, the reader will have a comprehensive understanding of the complete life cycle of the public sector procurement process along with the key principles of public sector procurement. Specifically, Stage 6 of the procurement process discusses the procedure for issuing notice of acceptance to the successful bidder after the successful bid has been identified. It also provides guidance on the preparation, approval and issuance of contract documents and purchase order to the successful bidder. It sets out the procedure for notifying unsuccessful bidders, announcing the procuring agency's intention to award contract to the successful bidder, and debriefing unsuccessful bidders where a request is received of the same.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.:** 03-836-2014-2

## **PUBLIC SECTOR PROCUREMENT STAGE 7: ADMINISTERING CONTRACTS**

**Khan J H, Jalil M N, Mahmood A**

This reference note is the last one in a sequence of eight technical notes written to introduce basic elements of the public sector procurement process as envisaged by the Public Procurement Regulatory Authority Pakistan. Generally, all the eight notes elaborate the steps that need to be followed to ensure that the procurement process is in compliance with Public Procurement Rules 2004, and that the objectives of procurement principles are achieved. After going through these readings, the reader will have a comprehensive understanding of the complete lifecycle of the public sector procurement process, along with the key principles of public sector procurement. Specifically, Stage 7 of the procurement process provides a general procedure for administering contracts determined by the terms and conditions of each individual contract, following the issuance of a contract document or purchase order.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.:** 03-839-2014-2

## **EARNED VALUE MANAGEMENT AND ANALYSIS**

**Malik M A R, Rana A I, Rafi S**

This note introduces the 'Earned Value Management' (EVM) system that provides a framework for project monitoring based on the project's physical and financial indicators. EVM assesses health of any project against both cost and schedule, and hence provides a solution to the project management issues faced in public sector organisations. Although EVM is simple and easy to use, the public sector in Pakistan has largely overlooked this project measurement and management system. The current note intends to fill this gap. Although the note can be used as a standalone teaching resource, its intended use is in combination with the following case: Rehabilitation of Lower Chenab Canal Eastern: Challenges in Project Performance Management Authors: Dr Arif I. Rana, Dr M. Abdur Rahman Malik and Dr Aisha Azhar LUMS No.: 03-851-2013-1.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.** 03-838-2014-2

## **PROVINCIAL FOOD DEPARTMENT (A-H): SILO DECISION**

**Zaffar M A**

The Provincial Food Department (PFD) case series (A-H) was written for use in the ASP-LUMS Procurement Management workshops. The workshops are run for different tiers of professionals working within the government sector. The cases revolve around a food department's need for food silos to address the growing food insecurity problem in the state. The cases are designed to take the participants through the various stages of the procurement process in the public sector.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.** 03-852-2014-1

**FAIAZ ENTERPRISES: THE ASSEMBLY LINE EXPERIMENT**  
**Butt S, Rana A I**

This case focuses on steps taken by Jameel Butt, the new General Manager of Fiaz Enterprises, to improve the productivity of the plant. The plant has just received its breakthrough order of Mechanics Pro gloves and Jameel has to make a decision whether to manufacture the order in his new factory entering into production shortly or outsource the order to job shop suppliers. The case has been written for the First Year MBA course of Operations Management to highlight the issues involved in shifting from job shop production setup to assembly line setup. The teaching objectives of the case are: 1- To highlight product process characteristics for job shop production setup. 2- To highlight product process characteristics for assembly line production setup. 3- Show the relationship between line balancing, choice of process and productivity.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.** 03-850-2013-1

**PACKAGES LTD, CAPACITY ADDITION IN CARTON LINE: RIVIERA VS ATN**  
**Bashir M F, Malik A R M, Rana A I**

This case is about choosing new technology. One option (Riviera) is more expensive, but has better after sales service, better reputation, better process capability, and lower capacity utilisation. The choice of technology requires looking into changes in the market, existing capabilities, company strategy and projections about the future. This case can be taught in the “capacity analysis” module in operations management, or in a course on technology management.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.** 03-849-2013-1

**REHABILITATION OF LOWER CHENAB CANAL EASTERN: CHALLENGES IN PROJECT PERFORMANCE MANAGEMENT**  
**Rana A I, Malik M A R, Azhar A**

Many public sector projects in Pakistan do not meet their deadlines because of weak monitoring and performance management procedures. One of the major weaknesses of the existing project performance management system is that projects are monitored solely on a financial basis, without taking into account other time and scope issues. This case highlights this weakness using the example of the rehabilitation of Lower Chenab Canal Eastern project, and points out a better system for project performance management. The suggested system is based on ‘Earned Value’ that incorporates both financial and physical progress of the project. This case can be used to introduce the importance and need of the ‘Earned Value’ technique for project performance management. It can also be used in an introductory graduate course on Project Management, a senior level course in Management at the undergraduate level and it can also be used for executive training of public sector employees, engaged in project management activities.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.** 03-851-2013-1

**SOFTWARE TECHNOLOGY PARK B: CONTRACT MANAGEMENT**  
**Sheikh R A, Jalil M N, Khan M A**

The Punjab Information Technology Board (PITB) had been given the task of constructing a Software Technology Park (STP) by the Chief Minister Punjab. The STP was a project of national importance with a budgeted cost of Rs 3.42 billion (USD 57 million). It was a 17-storey tower, with an aggressive construction timeline of 18 months, due to the upcoming national elections in November 2007. The Chief Minister wanted to finish a robust infrastructure project and create a success story in the IT sector for the next elections. The upcoming elections

created a sense of urgency within the Punjab government to finish the project and show progress to the IT industry as well as the general public. Therefore, the Chairman of PITB had to make two quick decisions, the selection of the contract type and the contractor for the construction of the 17-storey STP.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.** 03-848-2012-1

### **CHAMPION'S LEAGUE AND BEYOND: FORWARD SPORTS, NPD AND FOOTBALLS** **Kamran A C**

The case provides a context in which the football manufacturing industry (one of the major cottage industries) in Pakistan went through changes under various internal and external forces. The case also explicates an example organization, Forward Sports, which under the same conditions flourished owing to its technology adoption and development strategy that resulted in producing the state of the art thermal bonded footballs. The case provides an opportunity to understand factors that contributed to the success of Forward Sports. The case also provides an opportunity to discuss how an organization which was originally driven by craftsmen, changed to a technology-based firm in the wake of changing market requirements.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.** 03-845-2011-1

### **HKB EXPRESS** **Rana A I**

Lahore-based family business HKB operated a chain of large department stores. It was well known for its large store format (40,000 square feet, and 3,000 SKUs) located in two posh areas of the city. Concerned by increased competition due to the advent of foreign players into the modern trade industry, HKB CEO Shehryar Buksh identified a niche area in the retail market and decided to launch two stores on a smaller store format. The case deals with the decision to select an ideal store format (square feet, range of SKUs, etc.) that can be duplicated as part of HKB's expansion strategy, merchandizing issues, how to market HKB Express and identification of a suitable location.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.** 03-846-2011-1

### **RETAIL IT DECISIONS AT JAY-KAYS - LEVARAGING THE STYLO SHOES EXPERIENCE** **Shaikh S E**

The case traces the journey of a ladies fashion footwear retail chain, Stylo Shoes, through three major IT system implementations, the final one being the Mantaq Systems project. Certain details of the impact of failed systems and that of the new RMS system on the business are documented. These are to be evaluated through the eyes of a (fictitious but representative) potential client of Mantaq Systems, "Jay-Kays", who has been asked to spend about 5 times more than his existing system on RMS. Benefits are divided between the implementation itself and a later supply chain consultancy by Mantaq. It is argued whether or not the protagonist, Jahangir Khan, could realize the benefits with his existing system? The concern is whether the benefits were due to the system, the consultancy provided by Mantaq or the capabilities of the management themselves?

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.** 03-843-2011-1

### **SALES FORCE INCENTIVES AT SERVICE SALES CORPORATION** **Mumtaz M K, Rana A I**

Service Sales Corporation (SSC) is the largest Shoe Retail organization in Pakistan. Since its incorporation in 1959 it has had a sales force incentive plan that had a low monthly salary (less than 10% of take-home) and an equal

share of 2.5 – 3% of the shop sales. Added to the basic (fixed) salary and commission was also the house rent. The organization went through many changes in its Supply Chain Management starting 2001, when a new COO, Omer Saeed, took over. Post-2005 there was a major increase in sales and the number of shops, and a decrease in the number of salesmen per shop; with a net effect that some salesmen were drawing a compensation of Rs 25,000 - 30,000 per month (standard salesmen salaries in smaller shops was Rs 8,000 per month). Consequent to this rise in sales force compensation, and other issues that were arising primarily due to misalignment of incentives, some managers proposed a Sales force Rationalization (SFR) plan. This plan included a drastic decrease in the variable component of compensation (90% to 10%), and required all new salesmen to be hired on the new plan. This case introduces students to issues in compensation system and human resource management in a retailing organization. Students learn that designing sales force incentives is a mix of common sense, detailed calculations, benchmarking against market practices, and human behaviour.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.** 03-844-2011-1

### **SOFTWARE TECHNOLOGY PARK: SELECTING THE CONTRACT TYPE AND CONTRACTOR** **Sheikh R A , Khan K A**

The Punjab Information Technology Board (PITB) had been given the task of constructing a Software Technology Park (STP) by the Chief Minister Punjab. The STP was a project of national importance with a budgeted cost of Rs. 3.42 billion (USD 57 million), 17-storey tower, and an aggressive construction timeline of 18 months due to upcoming national elections in November 2007. The Chief Minister wanted to build a robust infrastructure and create a success story in the IT sector for the next elections. The upcoming elections in 2007 also created a sense of urgency within the Punjab government to build an IT infrastructure in Punjab and show progress to the IT industry as well as to the general public. Therefore, the Chairman PITB had to make two quick decisions if he wanted to meet the demanding schedule of the project. The decisions included: the selection of the contract type and the contractor for construction of the 17-storey STP.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.** 03-842-2011-1

### **SYSTEMIZING PROJECT MANAGEMENT (PRACTICES) AT ELECTRONIC SYSTEMS INC.** **Chatha K A**

This case is about the evolution of project management practices in a small to medium enterprise, Electronic Systems Inc., which is working in an onshore-offshore organisational setting. The onshore office is situated in San Jose (Silicon Valley), California, USA while the offshore office is situated in Lahore, Pakistan. The case describes how the process of managing Printed Circuit Board (PCB) Layout Design projects changed from mere ad-hocism to a more structured and documented process in this organisation. The project managers at ESI felt a need to break away from the ad-hocism as also envisioned by Muhammad Imran, Chief Operating Officer of the organisation in early 2000. During this shift, the project managers faced a number of challenges and thereby made important decisions during the development of the structured process for managing PCB Layout Design projects. The onshore- offshore organisational setting also added to the complexity of developing a structured process. At the time of writing this case, there were some important decisions that needed to be made. As the project management process had been practiced within the operations of only one functional area of the organisation, i.e. PCB Layout Design Process, other functional areas namely; Board Design; Material Procurement; Board Assembly and Testing were still being managed in an isolated, functional, and less structured manner. So, on the one hand there was a need to develop structured processes for managing projects for each of these functional areas and subsequently requiring their integration with the already developed process for managing PCB Layout Design projects. On the other hand, the CEO of the organisation intended to cut down the costs of managing projects by offshoring parts of the project management process to the Lahore office. The decision may have important but currently unknown implications on the core business model of the organisation. A decision needs to be made about how to proceed from this point forward.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.** 03-839-2010-1

**DHAKA BUSINESS SCHOOL - TEACHING EXCELLENCE INITIATIVE**  
**Khan J H**

Dr Toufiq-ur-Rahman, Dean of the Dhaka Business School (DBS), was reflecting on the results of the Teaching Excellence Initiative that was initiated two years ago to improve the learning process at DBS. He had to decide whether to continue with the Teaching Excellence Initiative or to cease it. He wanted to assess the performance of the students for the last three years to ascertain the effectiveness of the initiative.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.** 03-840-2010-1

**DHAKA BUSINESS SCHOOL - ADMISSION DECISION**  
**Khan J H**

Dr Syed-ul-Islam, the Director of Admissions at Dhaka Business School (DBS), was revisiting the criteria of admission for the next batch of the MBA class. The GMAT score was one of the measures used to assess the eligibility of the candidates. At the school, some of the faculty members had raised concern about the GMAT scores as an admission criterion. The faculty believed that it was culturally biased and was only relevant to the English speaking, western society. In their opinion, it was not a good predictor of Bangladeshi students' abilities. Dr Islam wondered whether he should continue to recommend GMAT scores to the admission committee, or find an alternative better suited to the local conditions, and more convenient for Bangladeshi applicants.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.** 03-841-2010-1

**SYSTEMIZING PROJECT MANAGEMENT (PRACTICES) AT ELECTRONIC SYSTEMS INC.**  
**Chatha K A**

This case is about the evolution of project management practices in a small to medium enterprise, Electronic Systems Inc., which is working in an onshore-offshore organisational setting. The onshore office is situated in San Jose (Silicon Valley), California, USA while the offshore office is situated in Lahore, Pakistan. The case describes how the process of managing Printed Circuit Board (PCB) Layout Design projects changed from mere ad-hocism to a more structured and documented process in this organisation. The project managers at ESI felt a need to break away from the ad-hocism as also envisioned by Muhammad Imran, Chief Operating Officer of the organisation in early 2000. During this shift, the project managers faced a number of challenges and thereby made important decisions during the development of the structured process for managing PCB Layout Design projects. The onshore-offshore organisational setting also added to the complexity of developing a structured process. At the time of writing this case, there were some important decisions that needed to be made. As the project management process had been practiced within the operations of only one functional area of the organisation, i.e. PCB Layout Design Process, other functional areas namely; Board Design; Material Procurement; Board Assembly and Testing were still being managed in an isolated, functional, and less structured manner. So, on the one hand there was a need to develop structured processes for managing projects for each of these functional areas and subsequently requiring their integration with the already developed process for managing PCB Layout Design projects. On the other hand, the CEO of the organisation intended to cut down the costs of managing projects by offshoring parts of the project management process to the Lahore office. The decision may have important but currently unknown implications on the core business model of the organisation. A decision needs to be made about how to proceed from this point forward.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.** 03-839-2010-1

**LEISURE TEXTILES: SALARY VERSUS PIECE RATE**  
**Rana A I, Chaudhry H R**

This case study deals with Leisure Textiles, a knitwear manufacturer in Lahore, Pakistan. It describes the general practices followed in the sewing industry with reference to the compensation systems followed. It also deals with the roles of key characters in the sewing industry. Leisure Textiles had followed the predominant system of 'piece

rate' for compensating its sewing workforce. However, in 2000 the company's CEO implemented the salary-based system in one of the sewing units on a test case basis. The case discusses the efforts made at implementing a salary-based system in place of the piece rate system and the problems associated with these efforts.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.** 03-838-2007-1

### **PRODUCT DEVELOPMENT SEQUENCING (B)**

**Asad U, Rana A I**

This exercise is a follow up to 'Product Development Sequencing (A)' caselet. On the basis of their analysis based on decision trees, the Development and Production departments at Eldorado Electronics decided to develop and fabricate the circuit boards one step at a time. However, Don Mason (Managing Director of the company) wanted more information on the risks involved before giving a go ahead, because he was concerned with the tight scheduling of work and the total costs involved.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.** 03-830-2006-1

### **PUNJAB RURAL SUPPORT PROGRAM**

**Ali I, Bashir M**

The Punjab Rural Support Program was operating in 24 districts of the Punjab. The regional structure was in the process of reorganization with the number being reduced from eight to six. PRSP had run a number of successful programs primarily in collaboration with the Punjab Government. PRSP's community organization process was designed around the organization of poor rural communities, through the rediscovery of community consciousness, common aspirations and ambitions. These assets served as a basis for providing the rural poor with skill development, credit and technical support. The purpose of such a support system was to initiate and sustain a process of diversified growth of economic, human and natural resources specifically for the poor. The case has a Strategic Management focus, and analyses the formation and expansion of PRSP into its current shape. It examines the strategic choices made by PRSP management in issues like the approaches to development (top-down/bottom up/participatory/planned etc.), working with the government, and options and choices regarding sector and regional operating areas. The case then deals with the challenges and problems facing the strategic areas in which PRSP was operating. The case addresses options for future growth and sustainability, given PRSP's internal resources and capabilities, the expectations and requirements of stakeholders, and the current and expected transitions and developments in the external environment.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.** 03-837-2006-1

### **THE LAYTON-RAHMATULLAH BENEVOLENT TRUST**

**Asad U, Rana A I**

On 11 January 2003, Justice Amir Raza, the President of the Hospital Executive Committee, Layton Rahmatullah Benevolent Trust (LRBT) Free Eye Care and Cancer Hospital at Township, Lahore, was in Karachi to attend the annual budget meeting with the administration of LRBT Base Hospital (also the Head Office). The meeting went smoothly for the most part, except during the discussion on capital expenses. The Karachi Hospital administration that approved the annual budget of all the LRBT hospitals felt that the Lahore Hospital should be able to make do with lower cost equipment since the hospital was after all a charity-funded institution. One of the points of contention was the purchase of an operating microscope. Dr Aqil Qazi, senior consultant ophthalmologist (also the Operating Head of the Hospital), and other senior doctors at the LRBT Lahore Hospital wanted to acquire the latest microscope available in the market for Rs 5 million. The Head Office argued that there was no point in purchasing such expensive equipment when results of an acceptable quality could be attained by using an older technology microscope worth Rs 1 million. Justice Raza had to take a decision regarding the purchase of the microscope. He wanted to satisfy his doctors as he felt that the Lahore Hospital, being a postgraduate training centre, had higher specialized equipment requirements than the Karachi Hospital. But on the other hand, the argument of the Head Office was also justified.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.** 03-836-2006-1

### **PRONTO PROMOTIONALS**

**Asad U, Rana A I**

This case is about a promotional products company, Pronto Promotionals, established in 1994 (Lahore, Pakistan) by two siblings Saulat Salahuddin and Najaf Yawar. Pronto relied heavily on subcontracting and developing partnerships with specialised small and medium sized vendors while retaining key activities in-house. Cost of different products offered by Pronto had decreased considerably over the years. Saulat is faced with the decision whether to accept the ceramic mug order from Unilever Pakistan or not. This was a large order, but by accepting it, Pronto would be (1) dealing with a large vendor, and (2) the vendor was located outside Lahore. Historically, Pronto tended to avoid both.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.** 03-818-2005-1

### **ATTOCK REFINERY UPGRADATION PROJECT**

**Rana A I**

This case is about a major expansion and up gradation project undertaken at a refinery in Northern Pakistan in the 1990s. The project was the biggest expansion project since the company's inception in the 1920s. The project was carried out by a Japanese contractor, and is marked by changes in CEO's, and Project Managers. Despite the vicissitudes in relationships between the construction team and company management, the project was completed in time and within budget.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.** 03-821-2004-1

### **CRESSOFT: JOURNEY FROM ISO 9001 TO CMM**

**Khan J H**

The CEO of CresSoft was faced with the dilemma to either pursue his original strategy to counter Indian competition at the high-end software development business by obtaining Capability Maturity Model (CMM) certification or to abandon the idea to focus on a new, cost and time conscious Dot-com segment.

This case is primarily written for the second-year MBA elective course "Total Quality Management" where it will be placed in the module on Software Quality. The case contains sufficient details of ISO 9001/TickIT, CMM and their implementation for a good introduction to the subject. The case also covers the issue of strategic fit of these certifications within the competitive strategy of a software firm, and the impact of short term turbulence on the implementation of these strategic initiatives.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.** 03-822-2004-1

### **MAQSOOD SUGAR FARMS**

**Asad U, Rana A I**

This case concerns Maqsood Ahmed, a sugar cane farmer, who had to decide when to harvest his farm. He had the option of harvesting sugar cane in November with an opportunity to plant wheat as well or wait till April in anticipation of a rise in sugar prices as well as increase in yield? However there was a risk that sugar prices might actually not rise. This is an introductory case on 'decision trees' tool that intends to highlight the importance of structured decision making process.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.** 03-823-2004-1

## **SKMCH & RC: TESTING LABORATORIES AND COLLECTION CENTRES**

**Asad U, Rana A I**

Shaukat Khanum Memorial Cancer Hospital & Research Centre (SKMCH & RC) was founded by the famous cricketer Imran Khan, in memory of his mother who died of cancer. The hospital would provide cancer treatment to all patients irrespective of their ability to pay. Its operations were started on December 29, 1994. However, with Imran's entry into politics and subsequent negative publicity, funds for the hospital through zakat and donations dwindled. In addition, increasing cost of cancer treatment along with updating of equipment and other hospital facilities demanded a sharp increase in operating revenues. Farooq Ahmed, the new Chief Financial Officer at SKMCH & RC decided to increase the revenues of the testing labs in order to cross subsidise the treatment of poor cancer patients. His initial study had shown that testing labs had excess capacity. As a test case he wanted to know the exact costs of the Complete Blood Count (CBC) test that constituted 99 percent of the tests done in the haematology section of the lab. However, once he began his analysis he realized that an accurate estimate of true costs would also help him re-evaluate earlier management's decisions of the percentage commission given to franchised collection centres and acquiring testing equipment on Reagent Rental Basis.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.** 03-824-2004-1

### **MUSAFIR KHANA (A)**

**Asad U, Rana A I**

This case focuses on the reasons behind lack of capacity utilization of Musafir Khana, at Mayo hospital. This Musafir Khana was the project of Quaid-i-Azam Patient Welfare Society. Chaudhary Zaman, (one of the Founding Directors of the Society) was responsible for establishing and running the Musafir Khana, through funded donations. He had previously established/helped establish two other Musafir Khanas (for SKMCH & RC and INMOL). The INMOL Musafir Khana and Mohammad Bibi Musafir Khana at SKMCH & RC were running successfully. Before the management change and the construction of Mohammad Bibi Musafir Khana (by Gourmet Bakers), the HMT Musafir Khana at SKMCH & RC was also running successfully. The case compares these against Musafir Khana at Mayo to bring out the underlying reasons for its underutilisation. In the process, typical issues faced by an NGO sector Social Welfare Pakistani Organization are highlighted as well.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.** 03-825-2004-1

### **MUSAFIR KHANA (B)**

**Asad U, Rana A I**

This case focuses on the reasons behind the lack of capacity utilization of Musafir Khana, (a rest house) at Mayo Hospital. This Musafir Khana was the project of Quaid-i-Azam Patient Welfare Society. Chaudhary Zaman, a Founding Directors of the Society, was responsible for establishing and running the Musafir Khana, through funded donations. He had previously established/helped establish two other Musafir Khanas [for Shaukat Khanum Memorial Cancer Hospital & Research Centre (SKMCH & RC) and Institute of Nuclear Medicine and Oncology (INMOL)]. The INMOL Musafir Khana and Mohammad Bibi Musafir Khana at SKMCH & RC were running successfully. Before the management change and the construction of Mohammad Bibi Musafir Khana by Gourmet Bakers, the Hameed Muggoo Trust Musafir Khana at SKMCH & RC was also running successfully. The case compares these against Musafir Khana at Mayo to bring out the underlying reasons for its underutilization. In the process, typical issues faced by an NGO sector Social Welfare Pakistani Organization are highlighted as well.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.** 03-826-2004-1

## **NOTE ON FOCUS HUMANITARIAN ASSISTANCE PAKISTAN: AFGHAN REFUGEES**

**Mohammad H, Rana A I**

In October 2000 when the Afghan Border was reopened for repatriation of Afghan refugees Dr Behroze Ross Sharif, one of the founders of Focus Humanitarian Assistance (FHA) in Washington, accompanied by Dr Fariyal

Ross Sharif came to Pakistan to work on the repatriation project for Aga Khan Development Network (AKDN). Focus Humanitarian Assistance, an international group of agencies works on emergency relief, principally in the developing world. It helps people in need to reduce their dependence on humanitarian aid and to facilitate their transition to sustainable, self-reliant, long-term development.

**Subject:** Production & Operations Management  
**Teaching Note** No  
**LUMS No.** 03-828-2004-2

**ESTABLISHMENT OF COMMUNITY SCHOOLS IN NORTHERN AREAS OF PAKISTAN**  
**Gul N, Rana A I**

This case presents a community-schooling project implemented in the Northern Areas of Pakistan from 1998 to 2003 through the World Bank and British Council. For a better understanding of the case, relevant exhibits have been included from different reports of the project. The case discusses the planning and implementation of the project by three partners: The Government of Pakistan, an NGO and the community. The case is mainly about project operation at different levels and its future implications. The case also tells us about the implementation practices of the project and its future concerns mainly in terms of sustainability.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.** 03-829-2004-1

**NADEEM KHAN**  
**Khan I, Khan J H**

When Nadeem Khan received a memo from Jamal Uddin Akbar, the Chairman of the Board of Governors of The Horizon International, Kohat, Pakistan, informing him that the organization had been suspended, he knew that Jamal was blaming him, as Coordinator, for not achieving the project targets on time. Nadeem sent in his resignation. A fortnight later he was persuaded by Zakiullah Afridi, the Executive Director of Pakistan Development Program to withdraw his resignation. Nadeem agreed to withdraw his resignation, but stated that he would not be able to perform activities related to administration and finance. However, in view of Jamal's continued hostile attitude, Nadeem was wondering whether he should resign outright, or should he make an attempt at reconciliation with Jamal. The case explores the dynamics in the development of interpersonal conflicts arising in an NGO whose activities involved training aimed at individual, organizational and institutional development of partner organizations.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.** 03-831-2004-1

**REHABILITATION OF WOMEN PRISONERS IN PESHWAR CENTRAL JAIL**  
**Khan U, Ali S M**

In October 2000 Aurat Foundation's Peshawar office started a Project to conduct advocacy with government departments to ensure women prisoners' legal and human rights, and to improve their situation by providing legal aid and income-generating skills. This was expected to eventually lead to their rehabilitation. The primary beneficiaries were the women in Peshawar Jail, the majority of whom had been imprisoned for drug carrying offences or under the Zina Ordinance. This case looks at the design of the training/rehabilitation component of the Project.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.** 03-834-2004-1

**EVOLUTION OF PROJECT MONITORING AND CONTROL AT DESCON**  
**Rana A I**

This case is a story of the evolution of project monitoring at DESCON, one of the leading engineering concerns in Pakistan with operations spread over Pakistan, Middle East and Africa. The first case on project monitoring at

DESCON: DESCON's Rapid Cost Monitoring System by Kewan Khawaja (18-375-96-1) has been incorporated in this case. The case then continues the story after 1991, i.e., the birth, youth, and old age of PMAC (Project Monitoring Analysis and Control). Together, the RCMS and PMAC stories are very useful in getting across some important basic concepts in Project Monitoring and Control. The case discussion revolves around WHY, HOW, WHO AND WHAT should be monitored in projects.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.** 03-835-2004-1

### **ANGORA TEXTILES LTD: PRODUCT MIX DECISION**

**Rana A I, Bhutta K**

The case is about finding the optimal product mix, given production and marketing constraints. Also, in developing the objective function one has to deal with the concept of differential flows. The assignment questions in the case push the student to understand the sensitivity reports.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.** 03-806-2002-1

### **SOFTCOMP INC**

**Rana A I, Bhatti M**

This case is about a fictitious company; however it captures the experience of two different software companies in Lahore. Given the nature of issues most executives who read this case, readily relate to them and one can hear comments like: 'This is exactly what goes on in my company.' The case reviews a software development project over its project development cycle in a Software House in Pakistan, mainly through the events that took place from April 2000 to January 2001. The software application MPX β2 was a general product to be marketed in the United States and was projected to contribute about 40% of the company's revenues for the fiscal year 2000.

The case exposes the participants to various problems with software development projects that are faced by software development companies in Pakistan. The focus of the case is on the following issues

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.** 03-807-2002-1

### **NOKALB GENETICS (PAKISTAN) LTD: SUPPLY CHAIN MANAGEMENT**

**Rana A I**

This case is about the Supply Chain of a producer of hybrid seeds. It took several growing generations to develop this marketable hybrid seed which possessed altered generic traits that resulted in greater crop yield. In the last 15 years NoKalb products had been losing market share to farmers who produced seeds by planting NoKalb seeds and selling them illegally as generic hybrid seeds. The company also changed hands a few times, and had been under pressure to reduce working capital requirements.

As the company tried to reduce costs, its stock-out costs increased and the quality of its packing materials went down. The case, besides describing the company's planning and distribution system, highlights many important issues in Supply Chain Management.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.** 03-808-2002-1

### **SPEL: EVOLUTION OF QUALITY CIRCLES**

**Rana A I**

The case gives a brief on the start-up of SPEL, an auto-parts manufacturing company, events that led to the Quality Circles programme, and then some details on the circles 'High-Mission'. The case discussion revolves around

benefits of Quality Circles and basic issues in implementing them. The case can be used to introduce the concept of quality circles to students in an introductory graduate course on Operations Management or a senior level course in management at the undergraduate level.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.** 03-809-2002-1

**SPEL: THE QUALITY JOURNEY**  
**Khan J H**

The main purpose of this case is to highlight the aspect of a total quality culture in a Pakistani business environment. Globalization of the world economy and trade barriers have created intense competition for any business, not only in the international markets but also in the local arena.

This case explores the process of implementation of TQM and TQM tools along with the challenges faced by the higher management in bringing about a cultural change.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.** 03-817-2002-1

**LAHORE COTTON MILLS**  
**Rana A I**

This case is about a textile spinning mill. The senior management was worried about the company's quality performance and felt that the company could overcome its financial problems if it could improve its quality. The senior management lacked an understanding of process variation; hence, they were demanding control over quality that was not practical. On the other hand the managers in the company were not educated enough to be able to distinguish controllable from uncontrollable variation. The case can also be used to highlight concepts like: Cost of Poor Quality, and the effect of top management attitudes and employee commitment on quality.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.** 03-820-2002-1

**DYNASEL (PVT) LTD**  
**Laique A, Rana A I**

The case is about a small scale television producer in Pakistan. The business was setup eight years ago, and is in the process of expanding. Mr Asghar Laique, the technical director, is faced with the decision of how to increase capacity of the assembly line, maximize productivity. The basic issues pertain to balancing an assembly line, and the effects of workstation and process design on line productivity.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.** 03-805-2000-1

**AYESHA WOOLLEN: 48 - COUNT YARN? (REVISED)**  
**Muzaffar N, Rana A I**

The case is about a recent MBA graduate who has just joined his father's woollen yarn manufacturing business. The young MBA believes that producing 48-count yarn will be profitable for the company. However, the father does not trust the graduate's understanding of the shop floor. Proving himself right (which he is eager to do) would require a detailed process analysis of the spinning operations. This is complicated by the fact that capacities for different operations change with the product.

The case also requires looking at the interrelationship of capacity decisions with issues like: quality, manufacturing strategy, inventories, and managing people. The case has been written for the process analysis module of the first

year Operations Management course. It is an important part of the course given the significance of textiles in Pakistan's industrial sector.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.** 03-804-99-1

**FARUKI PULP MILLS LIMITED**  
**Khan J H, Rana A I, Kayani S**

Faruki Pulp Mills was a joint venture between a Finnish consulting firm and local sponsors comprising a group of four businessmen and industrialists. Salim A Faruki, the CEO was reviewing the impact of decisions regarding choice of technology, capacity planning and location of the wood pulp mill project.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.** 03-775-96-1

**AN INDUSTRY NOTE ON PAPER PRODUCTION IN PAKISTAN**  
**Khan J H, Rana A I, Kayani S**

In 1947, there were no paper manufacturing projects in the country. By 1993, there were 15 paper and paper-board mills with a total installed capacity of 580,100 tons/annum. This note contains a brief description of the development of the paper and paper-board industry in Pakistan, the environment that it operates in, and a short description of the production process.

**Subject:** Production & Operations Management  
**Teaching Note** No  
**LUMS No.** 03-776-96-2

**TETRA PAK: QUALITY ASSURANCE THROUGH ISO 9000**  
**Rana A I, Aziz I**

Tetra Pak Pakistan Limited (TPP) was a joint venture between the Tetra Laval Group of Sweden and Packages Limited. TPP manufactured and sold packaging material locally and also sold packaging material and processing equipment from Tetra Pak Companies outside Pakistan. The case deals with the implementation of ISO 9000 standards for quality assurance in TPP and all its subsidiaries within three years, 1992-95. The focus of discussion is the issues involved in ISO 9000 implementation, and on the strengths and weaknesses of the approach used.

**Subject:** Production & Operations Management  
**Teaching Note** No  
**LUMS No.** 03-777-96-1

**ANGORA TEXTILE (A)**  
**Rana A I, Rashid K**

In July 1994, the management at Angora Textile planned to enter the Japanese knitwear market by the mid of 1995. The Japanese buyers offered higher profit margins, but demanded stringent quality and delivery standards. Angora Textile had come a long way in improving its quality and productivity since the recruitment of Khurram Zafar as Director Operations in late 1992. Although the results of his quality and productivity improvement efforts had been encouraging, he was sceptical about the consistency of quality in the company and wondered what quality and productivity improvement steps to take next. The case highlights various issues regarding quality and productivity improvement efforts in a labour intensive manufacturing industry. The case also serves as a basis to evaluate the efficacy of implementation of the quality and productivity improvement philosophies and techniques in a developing country's industrial environment.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.** 03-593-95-1

**ALCATEL (A)**  
**Rana A I, Tareen F**

The case is on a multinational electronic telephone exchange manufacturer operating in Pakistan. The company started manufacturing daughter-boards in-house. Since then the number of defects had gone up significantly. The production manager was worried about improving the quality and productivity of his assembly line.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.** 03-611-95-1

**EMCO TILES: THE INCENTIVE PLAN**  
**Rana A I**

This case deals with a group incentive pay plan, which the company adopted about two decades ago. The plan had been very successful so far. However, the plan was not that attractive to employees at the managerial levels anymore. The concepts involved in this case deal with the pros and cons of the pay plan. The case can also be used to discuss the pros and cons of individual incentive pay plans.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.** 03-770-95-1

**A NOTE ON MANUFACTURING RESOURCE PLANNING (MRP II)**  
**Hassan S Z, Malik O R**

This note outlines the major principles and the processes followed by Manufacturing Resource Planning, a strategic information system designed to serve information needs of decision makers in a manufacturing environment. MRP II was permanently concerned with executing annual business plans for all aspects of the business. This was expressed in terms of sales volumes and revenue sales, and operations planning. It was a process where management reconciled actual performance against the annual business plan and updated the plan. Implementation of the system was addressed and so were the implications for the future.

**Subject:** Production & Operations Management  
**Teaching Note** No  
**LUMS No.** 03-560-94-2

**OMER TEXTILE INDUSTRIES**  
**Khan J H**

The case deals with the issue of using data analysis tools to support managerial decisions. Textile data was used to develop regression models for forecasting in the case.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.** 03-496-93-1

**MALIK TEXTILE MILLS**  
**Khan J H**

The case highlights the issues related to improving quality in a Pakistani manufacturing environment. It also introduces the cultural changes that are needed to bring in Total Quality Management thinking.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.** 03-497-93-1

**A NOTE ON TEXTILE SPINNING**  
**Khan J H**

This note is to supplement cases on the textile industry.

**Subject:** Production & Operations Management  
**Teaching Note** No  
**LUMS No.** 03-498-93-2

**PACKAGES LIMITED: THE PAPER AND BOARD MILL DIVISION**  
**Brah S**

The Mill Manager of the paper and board mill division at Packages, Fasihuddin Zaman, had to assess if the Rs 20 million bid for the automation of some parts of the mill met the requirements of the company. The proposed system had to be technically and economically feasible, and to be acceptable to the top management, operational managers and operating crews, and the labour union; otherwise, a new feasibility report had to be prepared. The case gives a summary of the production process. It lists the advantages of automation, and gives the views and comments of different employees on automation. Students should be able to initiate discussion on the risk and potential pitfalls of a significant process innovation; costs and benefits of automation in a process industry; and tasks and responsibilities of management in planning a technological change.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.** 03-368-91-1

**PAKISTAN INTERNATIONAL PRINTERS (PIP)**  
**Khan J H, Khan S H**

The case provides an insight into the working of a printing organization. It records the CEO's concern about the production capacity and future expansion of the firm in the light of growing competition. The case also involves strategic decision-making on further expenditure in a business where competition on the basis of cost, quality and timely delivery is mounting.

**Subject:** Production & Operations Management  
**Teaching Note** No  
**LUMS No.** 03-420-91-1

**LEADER CYCLES**  
**Erskine J, Rana A I**

The case deals with a light engineering manufacturing concern that was in the process of being streamlined. The company had become bankrupt some years back and was acquisitioned by a major engineering concern. It lacked established systems and procedures, and so Ijaz Ali, a close associate of the Managing Director was sent in as a trouble-shooter. One of the immediate problems was a very high Finished Goods Inventory. The issues to be tackled included inventory control, production planning (scheduling), and materials requirement planning.

**Subject:** Production & Operations Management  
**Teaching Note** Yes  
**LUMS No.** 03-344-90-1

**QUALITY CIRCLES AT CRESCENT TEXTILE**  
**Rana A I**

The resignations of the General Manager Technical, five senior managers and 65 supervisors, jobbers and workers, evoked the CEO of Crescent to appraise the Quality Circles programme at the mill. The QC programme had recently been introduced at Crescent and had helped achieve better labour-management relations and production. However, most senior managers considered that the introduction of QC was undermining the middle management's authority and prestige. The case allows an analysis of the strategic logic and logistics of quality circles in an almost hostile environment.

**Subject:** Production & Operations Management  
**Teaching Note** No  
**LUMS No.** 03-366-90-1

## **CRESCENT TEXTILE MILLS: WEAVING TECHNOLOGY DECISIONS**

**Hassan S Z, Rana A I**

This case is about a 40 year old textile mill in Faisalabad that was in the process of expanding its weaving capacity. The choice of technology was between projectile looms (the company had been operating them successfully for two years) or air jet looms. Air jet looms were a recent development in Pakistan and there were four different brands available in the market.

**Subject:** Production & Operations Management  
**Teaching Note** No  
**LUMS No.** 03-774-90-1

## **BMX CYCLES (A)**

**Erskine J, Rana A I**

This case deals with a bottleneck in increasing production line capacity. Cycles with steel rims required considerably more assembly time than cycles with plastic rims, and the marketing department wanted simultaneous production of both models. The difference in the assembly time of the two models resulted in lower productivity. The case illustrates the operation of a batch process, along with an assembly line process in production systems. It also provides students an opportunity to evaluate alternative ways to utilize human resources.

**Subject:** Production & Operations Management  
**Teaching Note** No  
**LUMS No.** 03-332-89-1

## **BMX CYCLES (B)**

**Erskine J, Rana A I**

The case deals with increasing production line capacity by removing a bottleneck. The Senior Planning Engineer at Lahore Cycle Industries was under continuing pressure from the marketing department to increase production of the recently introduced BMX cycles. The automatic welding lathe in a five station welding line was slowing production. The case involves process analysis, line balancing and cost-benefit analysis and various capacity management alternatives.

**Subject:** Production & Operations Management  
**Teaching Note** No  
**LUMS No.** 03-333-89-1

## **SUGAR PRODUCTION IN PAKISTAN: AN INDUSTRY NOTE**

**Erskine J, Rana A I**

This note studies the development of the sugar industry in Pakistan and the environment it operates in, and gives a short description of the production process. It illustrates the different statutes, regulations, taxes and restrictions that are imposed on the sugar sector.

**Subject:** Production & Operations Management  
**Teaching Note** No  
**LUMS No.** 03-334-89-2

## **ASHRAF SILK AND GENERAL MILLS**

**Erskine J, Rana A I**

The case allows an analysis of employee turnover. The immediate issue at the mills was whether the Director, Ashraf Silk should re-employ the two weavers who had left his company. The weavers had left despite being paid double the pay by ASGM than its competitors paid. Losses in production because of weaver negligence and turnover were high, and the young Director had to think of some long term measures to attract, retain and motivate weavers and to optimize benefits from the already installed automatic looms.

**Subject:** Production & Operations Management  
**Teaching Note** Yes

**LUMS No.** 03-336-89-1

**SAADIA ROLLING MILLS**  
**Erskine J; Rana A I**

This is an exercise modelled after the Gentle Electric case from Harvard Business School.

**Subject:** Production & Operations Management  
**Teaching Note** No  
**LUMS No.** 03-498-89-1

**LAHORE CYCLE INDUSTRY: SEAT LUGS**  
**Khan J H, Hafeez A**

The Production Manager of Lahore Cycle Industry began an assessment of whether the company should make seat lugs, a bicycle part, or buy them from outside suppliers. He would have to schedule the production runs or the ordering plans appropriately. The case gives the manufacturing process for the bicycle part, and a cost break-up for both manufacturing and outside supply (including purchase price and transport).

**Subject:** Production & Operations Management  
**Teaching Note** No  
**LUMS No.** 03-149-87-1

**RAVI ENTERPRISES (PRIVATE) LIMITED**  
**Khan J H, Naqvi M**

Ravi Enterprises (Pvt) Limited - a fully integrated manufacturer of cotton garments received an order for 40,000 rugby shirts from a major retailer in Germany. A week after production started, the Chairman, Asad Farooq, learnt that the deadline of 40 working days would be held up by the tailors who were averaging only 12 shirts/day. The case deals with the production manager Ishtiaq Butt's plan to divide the shirt making process amongst the tailors to expedite production. Issues in the case are worker turnover and output.

**Subject:** Production & Operations Management  
**Teaching Note** No  
**LUMS No.** 03-278-87-1

**PACKAGES LIMITED-THE PACKAGING DIVISION**  
**Khan J H, Hafeez A**

The Production Manager at Packages prepared a study on the quality control situation in the offset printing line of the packaging division, in order to be able to devise ways to improve quality and lower costs. The case gives a brief background of the company, and illustrates the printing and packaging process and quality control procedures at the company. The main issue in the case is the rejection of one whole order by a multinational pharmaceutical firm because of colour variations between specified and printed packaging. Students are asked to assess the quality control system at Packages and make recommendations.

**Subject:** Production & Operations Management  
**Teaching Note** No  
**LUMS No.** 03-279-87-1

## MARKETING

### NOTE ON TRADE MARKETING

Awan M L

While the trade marketing function is still in its infancy stage (in most leading companies), it has established its importance and will continue to grow, expand and stamp its own authority within organizations as the retail landscape changes in the coming years. Trade marketing in Pakistan can play a pivotal role in providing a liaison role between the sales and marketing function so as to ensure better alignment, resulting in more effective execution of business strategy.

**Subject** Marketing  
**Teaching Note** No  
**LUMS No.:** 04-2367-2017-2

### PAKWHEELS.COM – THE NEXT CHALLENGE!

Arif F, Sarfraz S S

In December 2014, PakWheels.com had closed one of the largest venture capital investment deals into a Pakistani technology start-up. Frontier Digital Ventures, a Malaysia based venture capital fund focused on online classified businesses in the emerging markets, invested \$3.5 million into their web portal. However, when they were ready to develop an aggressive growth strategy, their legal counsel informed them about the possibility of a discriminating cyber-crime prevention bill called PECA (Prevention of Electronic Crimes Act), which was in the approval process by the National Assembly of Pakistan. Moreover, there was speculation about OLX's mega media campaign to introduce its used car section. It was expected that their main competitor OLX would be launching a huge and expensive media campaign of about \$ 0.5 million to introduce its used car section to the local market. Going forward, PakWheels' founders Raza Saeed and Suneel Munj had to decide the best way to scale up their business by utilising the investor money in an efficient manner. However, before that might happen, they knew they needed to lay out a clear and compelling strategy which would create the most value for the business and its stakeholders by asking some tough questions. What should the PakWheels team do to retain the community engagement culture if PECA 2015 got implemented in the country? Should they match OLX media budgets and respond with their own ATL campaign? Or maybe just wait and strengthen their basic product & technology and see how the market changed in the future?

**Subject** Marketing  
**Teaching Note** Yes  
**LUMS No.:** 04-2366-2016-1

### UNION RAILWAYS: SELLING ADVERTISING RIGHTS ON TRAINS AND STATIONS (A)

Yousaf S, Ashraf R, Zahid A, Abdin K Z

Continuous losses had forced Union Railways (UR) to look for possible sources of incremental revenues and selling advertising space on UR trains and stations seemed one such lucrative option. However, despite multiple attempts, UR was unable to receive reasonable bids from the market. The team tasked to execute the auction was at a loss to understand why the market had shown little interest when everyone knew that UR assets had substantial passenger footfall and time exposure. Not only this, UR faced greater disappointment when it arranged a brand conference where top multinational brand executives participated and shared scepticism for the project. An added source of confusion was the fact that few other organisations, both in the public and private sector, were able to execute similar projects with substantial success. Realising the gravity of the situation, UR solicited the help of external consultants to evaluate the process and identify reasons and corrective measures so that the advertisement space rights could be auctioned off.

**Subject:** Marketing  
**Teaching Note:** Yes  
**LUMS No.:** 04-2364-2015-1

### TELENOR PAKISTAN: SELLING MOBILE ACCOUNTS

Awan M L

In October 2013, the manager of Financial Services Planning Telenor Pakistan (TP), Mahboob Ali Shah had to take decisions regarding the future of Mobile Accounts Sales Officers (MASOs). TP had two businesses, i.e., GSM and a financial services offering under the brand name of Easypaisa. TP launched Easypaisa in 2009 in order to reach out to the unbanked segment (60 million people) of the country. By 2012, Easypaisa had a brand awareness of 80 percent with

the largest footprint of 36,000 Easypaisa shops. Mobile accounts (MA) were introduced in 2010 which could be operated only by the Telenor sim. Hence, it offered a great opportunity for TP to attract and retain customers for continual usage of its complete offering. In order to achieve corporate objectives for mobile accounts sales, Shah needed to decide among different possible options for MASOs' expansion to achieve the year target of 350,000 mobile accounts, out of which he had achieved only 224,000.

**Subject:** Marketing  
**Teaching Note** Yes  
**LUMS No.:** 04-2363-2015-1

**MAUJAN.PK**  
**Khan S, Khawaja Z A**

The case leads the students through a capacity utilisation problem faced by the CEO of Maujan.pk. The CEO, Tahir, pondered over his company's financial statements from the previous fiscal year 2013–2014. He was in unfamiliar waters because he had discovered that his main business, online discount coupons, had been outpaced in growth by his side business, i.e., Facebook management. The Facebook management business was an afterthought for Tahir, and never a major consideration for any of his strategic business decisions. The issue that was forcing Tahir to ponder over this matter was one of resource constraints. By virtue of being a small company of six employees, he had to share resources between the two businesses. Now that Facebook management, a side business, had started to grow at a greater pace than the main business, Tahir found himself understaffed. Since the original business was slowing down and little avenues of growth were forthcoming due to network congestion (network effects model), a decision needed to be made whether to choose one of the two businesses or expand and continue both of them. Each decision had its merits and demerits in the fast moving Pakistani digital market where copycat businesses could spring up within days, and customer loyalty was mercurial at best.

**Subject:** Marketing  
**Teaching Note** Yes  
**LUMS No.** 04-2365-2015-1

**A NOTE ON SOCIOCULTURAL BRANDING**  
**Rizvi S, Zahid A**

Leaving the traditional approaches to branding, their merits, and de-merits behind, this note talks about building exceptionally resonant brands, or what Douglas Holt calls iconic brands. Iconic brands are built on the solid ground of the socio-cultural context of the consumers. Brands that draw inspiration from, and attempt to address these large societal factors have the chance of becoming exceptional.

**Subject:** Marketing  
**Teaching Note:** Yes  
**LUMS No.:** 04-2358-2015-2

**MARKETING CHANNELS IN PAKISTAN'S PESTICIDE INDUSTRY**  
**Awan M A**

This note gives an overall view of the marketing channels in the country's pesticide industry. The pesticide industry is legally bound to sell its products through dealers. There are two common channels of sales – the open network and the franchise network. The note gives details of both these networks along with an analysis of the pesticide industry in the context of the 4C Model. The power leveraged by the dealers, the regulatory environment of the industry, dealer profitability and emerging trends and scenarios are also discussed.

**Subject:** Marketing  
**Teaching Note:** No  
**LUMS No.:** 04-2357-2015-2

**DESIGNING CHANNELS OF DISTRIBUTION**  
**F Ahmad, Luqman M, Ashraf R**

Distribution channels help firms meet customer requirements by taking products from the manufacturer and bringing them to consumers for eventual sale. Formally, a channel of distribution is a set of independent firms collaborating to

make a product or a service available to the end-user for consumption. Starting with the first link in the chain of distribution, that is, the manufacturer, it includes all channel partners (such as a distributor, wholesaler, and retailer) that are involved in bringing the product/service to the consumer

**Subject:** Marketing  
**Teaching Note:** No  
**LUMS No.:** 04-2356-2015-2

**MOBILINK: PRICING UNDER COMPETITION**  
**Ahmad F, Haque E U**

Mobilink management needs to respond to the market entry of Telenor into the Pakistani cellular phone market. Contrary to Mobilink's expectations and hopes, Telenor has entered the market with a lower, and much simpler, pricing strategy. Mobilink being the dominant player (63% market share) needs to think through its options. As a large player, responding too aggressively to this lower price (by a multinational with deep pockets) could lead to a long-term price war in which Mobilink stands to lose the most. On the other hand, a weak response might send the wrong signals not only to Telenor but also to other entrants in the wing. The managers have a variety of pricing options to choose from. Each of them entails different costs based on expected customer response.

**Subject:** Marketing  
**Teaching Note:** Yes  
**LUMS No.:** 04-2361-2010-1

**PROCTER AND GAMBLE, PAKISTAN: THE ARIEL LAUNCH**  
**Haque E U**

Tahir Malik, Assistant Brand Manager at Procter and Gamble, Pakistan has been tasked to launch P&G's first brand in the very important detergent category. He has been researching the product category and various elements of marketing mix for almost two years. The results from the recent BASES test are in and the competition is gearing up to undermine the launch. He needs to come up with the launch date and plan. There are various points of contention within the launch team and decisions need to be made for appropriate positioning of the brand, its price, advertising strategy and sampling strategy. A recent debate on the formulation of the product has added another twist to Tahir's decisions

**Subject:** Marketing  
**Teaching Note:** Yes  
**LUMS No.:** 04-2358-2008-1

**PRIVATE SECTOR HOSPITAL WASTE MANAGEMENT PROGRAMME**  
**Sipra S, Fatima B**

In October 1998, Dr Fuad Hameed Rai joined the Private Sector Hospital Waste Management Program (PSHWMP), initiated by Shalamar Hospital, as Training Manager. The hospital had recently launched the PSHWMP in collaboration with the Royal Netherlands Embassy (RNE), Islamabad and Pro-Plan Associates, Karachi in an attempt to address the issue of improper disposal of hospital waste by a majority of the hospitals in Lahore. The improper disposal of hospital waste posed a serious threat to the environment and was thought to be continuously increasing the burden of infectious diseases in the city. PSHWMP acquired two incinerators by end of 1999 and installed them in 2000 at Shalamar Hospital and United Christian Hospital respectively. However, only 75% capacity of one incinerator was being utilized as of December 2003. By 2004, when the program was in the extension phase, around 80 hospitals and health facilities were members of the PSHWMP. However, Dr Fuad felt that the incinerators were still under-utilized. In addition to his previous efforts he had to devise a new strategy to convince hospitals to join the program as members.

**Subject:** Marketing  
**Teaching Note:** Yes  
**LUMS No.:** 04-2357-2007-1

## **SBE (PVT.) LTD: THE FOCUSED SELLING APPROACH**

**Amir I, Qureshi K**

In order to achieve better sales growth, Unilever Pakistan Limited (UPL) launched Project Ferrari in July 2002. The launch was the culmination of preparatory work done over a year and a half. Significant investments in terms of time, money and other resources were deployed to conduct an internal assessment of marketing and sales operations of UPL. An assessment of the concerns and issues of stakeholders in the external environment was also done. The external assessment focused on interviews with a number of UPL distributors and to benchmark UPL's sales and distribution practices and processes with a number of leading multinational manufacturers and distributors in the country. The external environment assessment also involved a detailed census of UPL's point of purchase (POP) outlets. This effort, and the subsequent launch of Project Ferrari was undertaken to achieve a double-digit average annual sales growth through a 'focused selling' approach. This approach entailed focusing UPL and distributor sales efforts on product category, as opposed to product assortment. In the two-year post launch period, UPL faced stiff resistance from SBE (Pvt.) Ltd. SBE was one of their major distributors for a part of Lahore. SBE's management believed that if significant revisions were not made in the project, it would have a negative impact on the viability of distributor operations.

**Subject:** Marketing  
**Teaching Note** No  
**LUMS No.** 04-2359-2007-1

## **WOMEN ASSOCIATION STRUGGLE FOR DEVELOPMENT: ECONOMIC UPLIFT FOR WOMEN**

**Amir I, Arif F**

Women Association Struggle for Development (WASD) aimed at the uplift of women. Based in Mardan (NWFP), with a branch in Swabi, the NGO endeavoured to achieve its overall aim through providing small loans in the areas of livestock and handicraft. The start-up individual loans ranged from Rs 5,000 to Rs 10,000. By April 2006, WASD had a client base of about 100 women. The funding was primarily covered through a combination of government grants and private donations however the organization was facing inter-related challenges namely additional funding, limits for individual loans, marketing and consultancy support.

**Subject:** Marketing  
**Teaching Note** Yes  
**LUMS No.** 04-2356-2007-1

## **MARIA B.**

**Mustafa S, Mujib B, Ahmed M, Ghani J A**

Maria B. Designs (Pvt.) Ltd is designed for use in the second year MBA elective course on Consumer Behaviour and Market Research. The case presents background information on the Pakistan fashion apparel industry, on Maria B. as the leading firm in this industry, and on the results of research conducted on consumer behaviour and attitudes towards Maria B. The case allows students to learn how to interpret findings from qualitative research studies, and hence could be used in the module on qualitative research in the CBMR course. The case complements existing HBS cases such as Boston Fights Drugs (HBS 9-588-031). The case may be used to highlight some of the concepts discussed in readings on consumer beliefs, attitudes and behaviour, and also on focus groups found in most textbooks on consumer behaviour and market research.

**Subject:** Marketing  
**Teaching Note** Yes  
**LUMS No.** 04-2346-2006-1

## **TAPAL TEA PRIVATE LTD**

**Amir I**

In early July 2001, Waheed Sarwar, Regional Manager North, Tapal Tea was under pressure from the General Manager North to make recommendations before 31 July for improving sales performance of the northern region. Waheed had to address several issues including declining sales, limited success in quota achievement, and rising selling expenses. He had collated a large amount of sales and other relevant data to analyse the problem and to develop a set of recommendations.

**Subject:** Marketing  
**Teaching Note:** Yes  
**LUMS No.:** 04-2354-2005-1

**THE FOUNTAIN HOUSE LAHORE FOR SCHIZOPHRENIC PATIENTS**  
**Amir I**

This case examines the challenges faced by Fountain House School for Schizophrenic Patients which is located in Lahore. Fountain House was a project of the Lahore Mental Health Association (LMHA), an NGO formed in 1962, with the objective of mobilizing resources for the promotion of mental health in the country. The executive director of this institution is faced with a dilemma about fundraising and community participation in the project. The case looks at the present contributions of Fountain House to society, gives an overview of the financial situation and then lists the future challenges faced by the institution.

**Subject:** Marketing  
**Teaching Note** Yes  
**LUMS No.** 04-1261-2004-1

**AVARI LAHORE**  
**Amir I**

The General Manager, Mr Qasim Jafri, requests Mr. Ahmed Iqbal Saeed, Director of Sales and Marketing, to undertake a comprehensive assessment of Avari's performance vis-vis Avari's arch rival Pearl Continental Hotel, Lahore. The initiative is undertaken with a view to assess how Avari measures up to the newly renovated PC. With a major expansion drive initiated in 1996, PC was twice the size of Avari in terms of number of rooms. It also had significant advantages with respect to function rooms and a large lobby. Although there were only two five-star hotels in Lahore, Avari now, it seemed, would not be able to compete with PC. Mr. Jafri was keen to tap all avenues to improve Avari's performance.

**Subject:** Marketing  
**Teaching Note** Yes  
**LUMS No.** 04-2322-2004-1

**BATA: STRATEGIC CHOICES**  
**Khan S, Ghani J A**

The case describes the history of Bata (Pakistan) together with relevant information on major competitors in Pakistan's footwear industry. Bata started as a vertically integrated manufacturer and soon dominated the industry. The development of the leather export industry and growth in consumer buying power in the 1980s, selective imposition of sales tax in the mid-1980s, and lowering of trade barriers in the 2000s, resulted in the emergence of firms specializing in different stages along the value chain. When this occurred, Bata's wide scope and vertical integration no longer remained a source of competitive advantage, and resulted in threats from inexpensive imports and leaner and more specialized firms. The case allows students the opportunity to analyse outsourcing decisions, issues related to franchised versus company-owned stores, and introduction of global brands, in the context of a highly competitive and rapidly changing industry.

NOTE: THIS CASE HAS AN ABRIDGED VERSION ALSO.

**Subject:** Marketing  
**Teaching Note** Yes  
**LUMS No.** 04-2323-2004-1  
04-2360-2008-1

**BUNYAD LITERACY COMMUNITY COUNCIL**  
**Tarar M B, Afghan N**

On 27 August 2001, Professor Saeed-ur-Rahman, Executive Director of Bunyad Literacy Community Council (BLCC), was facing a management problem within a donor funded project, which was leading to team breakage. The newly appointed Field Manager's relationship with his colleagues had deteriorated to such an extent that it was hampering the work of the project. There were also some tensions between the Project Office and the donor. Saeed

had to identify the reasons leading to the conflicts between the various stakeholders and address the issues prior to the project evaluation on 10 September 2001.

**Subject:** Marketing  
**Teaching Note** Yes  
**LUMS No.** 04-2330-2004-1

**DIARY OF A SOCIAL MOBILIZER: GOING DOWN THE LADDER (A)**  
**Khanum B, Qureshi Z I**

The A, B, and C series of Diary of a Social Mobilizer reflects, on the one hand, gender biases in male dominated institutions, and on the other it explains the system of fair play and justice in the working of an organization. The case highlights a multidimensional organizational dispute wherein one of the disputants happens to be a female. Yusra's performance over the four years that she had spent with the organization had been rated as very satisfactory. Her promotion from an intern social organizer to a social organizer and then to Field Unit In charge during the four years substantiated her claim. However, her relationship with the new Regional General Manager had gone sour. In her diary she narrates her experience at the organization which is involved in a poverty alleviation program in the rural communities of Punjab, a province in Pakistan.

**Subject:** Marketing  
**Teaching Note** Yes  
**LUMS No.** 04-2337-2004-1

**DIARY OF A SOCIAL MOBILIZER: GOING DOWN THE LADDER (B)**  
**Khanum B, Qureshi Z I**

The A, B, and C series of Diary of a Social Mobilizer reflects, on the one hand, gender biases in male dominated institutions, and on the other it explains the system of fair play and justice in the working of an organization. The case highlights a multidimensional organizational dispute wherein one of the disputants happens to be a female. Yusra's performance over the four years that she had spent with the organization had been rated as very satisfactory. Her promotion from an intern social organizer to a social organizer and then to Field Unit In charge during the four years substantiated her claim. However, her relationship with the new Regional General Manager had gone sour. In her diary she narrates her experience at the organization which is involved in a poverty alleviation program in the rural communities of Punjab, a province in Pakistan.

**Subject:** Marketing  
**Teaching Note** No  
**LUMS No.** 04-2338-2004-1

**DIARY OF A SOCIAL MOBILIZER: GOING DOWN THE LADDER (C)**  
**Khanum B, Qureshi Z I**

The A, B, and C series of Diary of a Social Mobilizer reflects, on the one hand, gender biases in male dominated institutions, and on the other it explains the system of fair play and justice in the working of an organization. The case highlights a multidimensional organizational dispute wherein one of the disputants happens to be a female. Yusra's performance over the four years that she had spent with the organization had been rated as very satisfactory. Her promotion from an intern social organizer to a social organizer and then to Field Unit In charge during the four years substantiated her claim. However, her relationship with the new Regional General Manager had gone sour. In her diary she narrates her experience at the organization which is involved in a poverty alleviation program in the rural communities of Punjab, a province in Pakistan.

**Subject:** Marketing  
**Teaching Note** No  
**LUMS No.** 04-2339-2004-1

**WWF-P'S FLAGSHIP MAGAZINE - NATURA**  
**Awan I N, Erskine J**

This case examines Pakistan's largest conservation non-governmental organization: World Wildlife Fund – Pakistan (WWF-P) which was set up in 1970 as a charitable trust known as the Pakistan Wildlife Appeal. WWF - P's mission is to conserve nature and ecological processes by preserving genetic species and biodiversity; ensure that the use of renewable natural resources is sustainable both now and in the longer term; and promote campaigns to reduce pollution and wasteful exploitation and consumption of resources and energy. Ali Bokhary, Marketing Manager, World Wildlife Fund-Pakistan believes in WWF-P's flagship magazine. He realizes Natura's potential and knows that this potential has to be further exploited. Bokhary has decided to look into alternative distribution channels for Natura so that it could generate revenues that would make the magazine self-sustainable and ultimately profitable. The case aims to generate a discussion on fund raising and sustainability, and can also help to provide a better understanding of NGO management and marketing for the not-for-profit sector.

**Subject:** Marketing  
**Teaching Note** Yes  
**LUMS No.** 04-2351-2004-1

**PRODUCTS OF WOMEN ARTISANS OF THE NORTHERN AREAS**  
**Hassan Z, Erskine J**

The case details a marketing problem at WWF-Pakistan, conservation NGO. WWF had opened women's resource centres in the Northern Areas of Pakistan where local women were taught the handicraft making skills once practiced by their ancestors, as an alternative income generation activity. These handicrafts were durries (cotton rugs), cotton shawls, khaddar (heavy cotton weave cloth), pattu (coat cloth), mufflers, table mats, wallets, shopping bags and camera covers. They were sold to the heavy international tourist traffic. Suddenly came 9/11, and the tourists stopped coming. Dr Ghulam Akbar, Director Northern Areas, WWF-Pakistan, had to find new markets and new promotion alternatives.

**Subject:** Marketing  
**Teaching Note** Yes  
**LUMS No.** 04-2352-2004-1

**SAHE: THE GIRLS' SCHOOL DILEMMA**  
**Hassan M M, Erskine J**

It was the end of December 1999 and Dr Fareeha Zaffer, Director of Society for Advancement of Education (SAHE), had just learnt that one of the teachers from the girls' school in Pakpattan, in the province of Punjab in Pakistan, had demonstrated unacceptable behaviour. The community had taken out their children from the school and the dropout rate was 95 per cent. Dr Zaffer was thinking over her options. The case brings out the significance of the role of environmental factors in planning. The dynamics of cultural factors and their impact on the organizational planning in the development sector is also brought to light.

**Subject:** Marketing  
**Teaching Note** Yes  
**LUMS No.** 04-2353-2004-1

**FUNDRAISING FOR THE RISING SUN SCHOOL FOR SPECIAL CHILDREN**  
**Amir I**

Dr Abdul Tawwab, the co-founder and project director of the Rising Sun School, a non-governmental organisation, dedicated to serving mentally retarded children was faced with the challenge of raising a substantial amount of money to fund the school's expansion. The case focuses on issues with regard to fundraising for non-profit institutions. It also provides an opportunity for students to learn about the role of marketing in non-profit institutions. The case is best suited for an MBA elective on 'Marketing for the Voluntary Sector'. It could also be taught in the Marketing Management course in a module on 'Marketing for Non-profit Organisations'. This case may also be useful in a programme designed specifically to deal with financial sustainability issues in non-governmental organizations.

**Subject:** Marketing  
**Teaching Note** Yes  
**LUMS No.** 04-2321-2003-1

**SALES COMPENSATION AT NIRALA**  
**Khan W M**

Nirala, the country's leading traditional sweetmeats producer was faced with a continuing problem with its sales force compensation system. The young owner-manager was keen to improve the system and implement a simpler, more effective system. The design and implementation of the new system must consider the cultural factors, education levels, and gaming possibilities as well as the overall objectives of the growing firm. Individual, store level, and company level performance must be modelled into any new reward system and control limitations recognized in developing the new system. The case is for use in a graduate Marketing Management, Salesforce Management, or Reward Systems course.

**Subject:** Marketing  
**Teaching Note** Yes  
**LUMS No.** 04-2318-2002-1

**FASHIONS AND FADS: A TRAGIC IRONY**  
**Khan W M**

The death of the inspirational leader and one of the founding entrepreneurs has created an ownership and management control crisis at Fashions and Fads, which has been run essentially on the basis of trust between the partners. As the family and partners grieve, it is proposed to separate a low capital intensive, profitable part of the operation since the overall entity faces severe liabilities. The conditions imposed by the partner managing that operation make it imperative that one of the two remaining partners buy-out the other. Valuing the operation under limited observability and asymmetric information poses a challenge to both partners. Students must grapple with objective and subjective factors underlying valuation of closely held firms, as well as gaming issues in determining a value for the firm.

**Subject:** Marketing  
**Teaching Note** Yes  
**LUMS No.** 04-2320-2002-1

**SHAUKAT KHANUM MEMORIAL CANCER HOSPITAL AND RESEARCH CENTRE**  
**Tariq M, Amir I**

Shaukat Khanum Memorial Cancer Hospital and Research Centre (SKMCH & RC) was conceived in 1985 by Mr. Imran Khan, the Pakistani cricketing hero, soon after his mother's death due to cancer. With extraordinary dedication and unprecedented public support his dream became a reality when the first phase of the Hospital was completed in December 1994, at a cost of Rs 677 million. A key aspect of the mission statement for the Hospital was to provide free treatment to the needy cancer patients. The master plan for the Hospital also included development of cancer research capability and overall expansion of operations. The Hospital started operations in early 1995. Despite significant efforts to generate revenues from operating (hospital services) and non-operating (donations and Zakat) sources, the rising costs, primarily due to free treatment of growing number of patients, resulted in a serious financial crunch for the Hospital management. The Acting Hospital Director and CEO, Mr Ali Akbar Chaudhry, solicits the help of the Marketing Department. The purpose is to examine in detail the financial position of the Hospital and to develop a marketing plan to achieve short- and long-term financial viability.

**Subject:** Marketing  
**Teaching Note** Yes  
**LUMS No.** 04-2315-2000-1

**TULLO SUNFLOWER OIL**  
**Arifeen A, Haque E U**

**Subject:** Marketing  
**Teaching Note** No  
**LUMS No.** 04-2314-98-1

**STEDEC: THE FAMViC PROJECT**  
**Sheikh A G, Haque E U**

Mr. Aziz A. Khan, Managing Director of Scientific and Technological Development Corporation, Lahore, Pakistan (STEDEC) wearily pushed his chair back and gazed thoughtfully in the air. He had just gone through a voluminous 130 page report prepared by MBA students of a local university on FAMViC, a product marketed by STEDEC. Mr. Khan was preparing for a presentation on the future marketing strategy of FAMViC to his Board of Directors. The meeting was scheduled for December 28, 1994, which was only a couple of days away. FAMViC's student report, past sales records, correspondences with the distributors and other documents covered almost all of the table. Mr. Khan was wondering whether to position FAMViC back as an ethical product or continue it as an over-the-counter food supplement. The rest of the marketing plan depended on this decision. "Were we right to begin with?" he mused. "Or are we being impatient now? My Board has been pretty accommodating so far. But now they will ask tough questions. Our proposed strategy better be right this time."

**Subject:** Marketing  
**Teaching Note** No  
**LUMS No.** 04-2316-98-1

**MILLAT TRACTORS LIMITED**  
**Amir I & Riaz I**

This case deals with developing a pricing strategy for an industrial product. Various pricing options are available. These are considered in the light of many factors including market structure and level of competition, product mix and production and marketing costs. Additionally, implications of the chosen pricing strategy, and the price level for other elements of the marketing mix and for the market share are to be considered.

**Subject:** Marketing  
**Teaching Note** No  
**LUMS No.** 04-2310-97-1

**UNITED FOAM INDUSTRIES (PVT) LTD**  
**Haque E U**

**Subject:** Marketing  
**Teaching Note** No  
**LUMS No.** 04-2317-96-1

**EXCEL ENGINEERING: ACCELERATING INTO THE FUTURE**  
**Amir I, Isert K**

The case relates the background of Excel Engineering and its interdependence with Adil Enterprises and the tractor industry. The case describes the spurt in growth of Excel Engineering and provides a variety of options to pursue, including maintaining the status quo, diversifying into more components, looking to new markets or venturing into brand new products.

**Subject:** Marketing  
**Teaching Note** No  
**LUMS No.** 04-622-95-1

**ATLAS HONDA LTD: COMMUNICATION STRATEGY**  
**Haque E U**

This is an abridged version of the previous case (LUMS No: 04-1007-93-1)

**Subject:** Marketing  
**Teaching Note** No  
**LUMS No.** 04-1007-95-1

### **SERVICE INDUSTRIES LIMITED- PUMA VENTURE**

**Ghani J, Hyat H**

The case presents Service Industries Limited as a manufacturer and exporter of medium quality footwear. It includes an overview of Service's background, import products and markets in 1985, and the company's financial performance over the past five years. In 1985, Service lost its major account with Puma, a British footwear company. At this point in time Akram, the Export Manager at Service had to make a strategic decision on how to successfully establish the company in the foreign markets.

**Subject:** Marketing  
**Teaching Note** No  
**LUMS No.** 04-2065-95-1

### **FOUNTAIN HEAD BOTTLING (PVT) LTD**

**Arif J, Hyat H**

Fountain Head Bottling Ltd, produced bottles, and distributed Pepsi Cola soft drinks. The management of the company had decided to re-evaluate and streamline the various promotional schemes offered to distribution and retailers. Students are asked to analyse the role of different promotional schemes and to assess their effectiveness.

**Subject:** Marketing  
**Teaching Note** No  
**LUMS No.** 04-2066-94-1

### **SHAKARGANJ MILLS LIMITED: THE SUGAR CUBE PROJECT**

**Haque E U**

**Subject:** Marketing  
**Teaching Note** No  
**LUMS No.** 04-2119-94-1

### **LEATHERTONE INDUSTRIES (PVT) LIMITED**

**Ghani J, Butt A N**

This is a descriptive case about the dilemma of a small entrepreneur on the verge of expanding or dissolving his business depending upon the factors in play. It contains detailed background information on the leather tanning industry, and an analysis of US and European markets for leather goods (jackets, skirts and fashion accessories). This case is a stimulant for class discussion on strategic planning.

**Subject:** Marketing  
**Teaching Note** No  
**LUMS No.** 04-059-93-1

### **ALLIED MARKETING (PRIVATE) LIMITED LAHORE**

**Azhar W; Amir I**

This case deals with two issues facing a distribution company: determining the optimal size of the sales force, and deciding the distribution mix. Students will learn about the key method of sales force quantification. They will also understand the role wholesalers and distributors play in the distribution channel.

**Subject:** Marketing  
**Teaching Note** Yes  
**LUMS No.** 04-1003-93-1

**ATLAS HONDA LIMITED: COMMUNICATION PLAN FOR 1993**  
**Haque E U**

This case was written to allow students to devise a communication plan for a product where market competition was tough. They also had to decide whether or not the company should go into a form of unconventional advertising that the competitors were going in for.

**Subject:** Marketing  
**Teaching Note:** Yes  
**LUMS No.:** 04-1007-93-1

**SHAKARGANJ MILLS LIMITED: THE SUGAR CUBE PROJECT (A)**  
**Haque E U**

The Marketing Manager at SML had to decide on a more viable research proposal for re-introducing sugar cubes in the market. The case has been designed in a module on market research.

**Subject:** Marketing  
**Teaching Note:** No  
**LUMS No.:** 04-1008-93-1

**AGRICULTURAL MARKETING AND STORAGE LIMITED**  
**Azhar W, Hasan N, Mahoon Z, Amir I**

The case presents the different options available to a government agency for the production and marketing of potatoes. Students are asked to devise a course of action that would bring greater price stability to the market and avoid costly interventions by the agency into the marketplace. The case may be used in the Agribusiness course.

**Subject:** Marketing  
**Teaching Note:** No  
**LUMS No.:** 04-950-92-1

**PEPSI COLA PAK INC FRANCHISING & PRODUCTION LINE MANAGEMENT**  
**Azhar W, Malik S**

This case focuses on two key marketing issues: franchising and product line management. Students are asked to prepare a marketing plan for 7 Up and Teem that includes advertising, consumer and trade promotion, and expansion of a variation of Teem.

**Subject:** Marketing  
**Teaching Note:** Yes  
**LUMS No.:** 04-964-92-1

**PEARL CONTINENTAL HOTEL-LAHORE; PRICING POLICY**  
**Azhar W, Mahoon Z S**

The case focuses on the pricing strategy of a hotel. It allows the necessary analysis of the impact of changes in pricing on the hotel's bottom-line and provides an understanding of issues relating to price discrimination, discount structures and short and long-term pricing decisions.

**Subject:** Marketing  
**Teaching Note:** Yes  
**LUMS No.:** 04-949-91-1

**STATE CEMENT CORPORATION PAKISTAN LIMITED**  
**Haq T, Azhar W**

In 1972, the government nationalized the entire private sector cement industry in Pakistan. The State Cement Corporation of Pakistan (SCCP) was formed as the holding company to manage the cement plants. SCCP operated in a sellers' market

until 1982, when the Pakistan Government decided to allow the private sector to produce and market cement. Javed Karim was hired as the General Manager Marketing by SCCP to prepare a marketing plan to maintain market share and the image of the corporation as a market leader in the new competitive environment. Some of the issues raised in the case are distribution policy, product line management, pricing and promotion policy.

**Subject:** Marketing  
**Teaching Note** No  
**LUMS No.** 04-621-90-1

**DALDA**  
**Azhar W, Hasan N**

The Group Product Manager for Edible Fats at Lever had to design a new media campaign to expand the market for cooking oil, and also persuade brand-loyal users of Dalda Banaspati (hydrogenated oil) to switch over to Dalda cooking oil. The case raises the interesting issue of how a company had to devise promotion for two brands that might be competing.

**Subject:** Marketing  
**Teaching Note** No  
**LUMS No.** 04-810-90-1

**PHILIPS PAKISTAN (PVT) LIMITED**  
**Azhar W, Malik S**

This case deals with distribution policies at the Light Division at Philips. Almost 30% of the dealers were selling Philips light bulbs at a price lower than what Philips was charging them. Students have to assess the impact of such practices on dealer profits and the company's image.

**Subject:** Marketing  
**Teaching Note** Yes  
**LUMS No.** 04-813-90-1

**SALT 'N PEPPER**  
**Azhar W, Malik S**

The case provides an opportunity to evaluate and analyse promotional plans including allocation of promotional budget across various media.

**Subject:** Marketing  
**Teaching Note** Yes  
**LUMS No.** 04-563-89-1

**AVARI LAHORE RAMADA RENAISSANCE HOTEL**  
**Azhar W, Hasan N**

The case is intended for use in the pricing module of a marketing management course. It deals with the pricing policy for a service business. Through this case, students will learn to make and evaluate pricing decisions. It also provides an opportunity to discuss the pros and cons of price discrimination.

**Subject:** Marketing  
**Teaching Note** Yes  
**LUMS No.** 04-565-89-1

**MILKPAK-THE KARACHI MARKET**  
**Azhar W, Hasan N**

This case enables students to evaluate the methodology of a consumer survey, to analyse tabulated survey results and to develop a marketing plan based on information gathered from consumer research. The case is to be used in a marketing research course.

**Subject:** Marketing  
**Teaching Note** Yes  
**LUMS No.** 04-566-89-1

**MILKPAK: THE KARACHI DILEMMA**  
**Azhar W, Hasan N**

In the face of dismal sales in Karachi, the Marketing Manager at Milkpak had to devise a plan for the next year. The case addresses the crucial issue of whether the company should go into aggressive advertising by attacking their key rivals: the powdered milk producers or not. Students have to consider the counterproductive effects of such a strategy in case of retaliation, and then make recommendations.

**Subject:** Marketing  
**Teaching Note** No  
**LUMS No.** 04-567-89-1

**RIN**  
**Azhar W, Hasan N**

This case provides an opportunity to discuss positioning of a product through advertising, and the decision regarding repositioning of a product in response to consumer perception. It highlights the pivotal issue of whether the consumer or the manufacturer ultimately defines the product.

**Subject:** Marketing  
**Teaching Note** Yes  
**LUMS No.** 04-568-89-1

**LUGGAGE MANUFACTURERS LIMITED**  
**Arif J, Malik S**

The National Sales Manager of Luggage Manufacturers was perturbed at the continual disregard of company policy by one of his most efficient sales officers. Company policy dictated that each sales manager send a monthly sales report as first-hand information on the performance of sales personnel, distributors' stock level, and product and market conditions. The Sales Manager evaluated various options available to him to deal with the sales officer.

**Subject:** Marketing  
**Teaching Note** No  
**LUMS No.** 04-515-88-1

**ROSE PETAL PAPER PRODUCTS (B)**  
**Haque E U**

The case takes up the issues a year after the company decided to spend a major portion of its 1986 advertising budget on media advertising (see case A, LUMS No. 04-399-87-1). The Marketing Manager felt that the advertising fund would have been better utilized if it had been spent on personal selling. The Consumer Products Manager, Saleem had to present the 1987 advertising plan for RP paper products to his boss, the Marketing Manager, Maqsood Ahmad Khan.

**Subject:** Marketing  
**Teaching Note** No  
**LUMS No.** 04-557-88-1

**S & M ENTERPRISES LIMITED**  
**Haque E U**

This case describes the fears and apprehensions of two entrepreneurs who set up a nuts and bolts manufacturing factory, and were awaiting the sanction of a loan for production. The case may be used in a module on small and medium sized business and entrepreneurship.

**Subject:** Marketing  
**Teaching Note** No  
**LUMS No.** 04-171-87-1

**FAIRTECH ELECTRONICS**  
**Arif J**

FairTech Electronics manufactured tractor switches for the local tractor market. Rasheed Sadiq, Managing Director FairTech Electronics deliberated over an offer from the largest wholesaler of tractor switches in Lahore. In the wake of a prolonged slump in the tractor market, FairTech was considering proposals from other buyers, which would mean that the company would be blacklisted as a vendor by its current major buyer, Millat Tractors. The case gives an overview of the industry, plus a brief background of the company, and has been designed to allow an analysis of marketing techniques and decision-making.

**Subject:** Marketing  
**Teaching Note** No  
**LUMS No.** 04-387-87-1

**AMMAR TEXTILES LIMITED**  
**Haque E U**

The Managing Director of Ammar Textiles, Belal Ahmad, prepared a negotiating strategy for a meeting with one of the leading import houses in America. Apart from focusing on developing a negotiating strategy, Belal had to tackle terms of various issues in export merchandising such as pricing, shipment, terms of payment and capacity utilization.

**Subject:** Marketing  
**Teaching Note** No  
**LUMS No.** 04-398-87-1

**ROSE PETAL PAPER PRODUCTS (A)**  
**Kennedy J R, Haque E U**

The Product Manager of RP Paper Products was considering adopting an aggressive marketing strategy to accelerate the growth of the paper market. This entailed an active advertising and promotion campaign in which the increased budget could either be divided between advertising and personal selling, or spent on media advertising entirely. Issues like primary demand, advertising and promotion, budget size, and mass marketing versus personal selling are discussed.

**Subject:** Marketing  
**Teaching Note** Yes  
**LUMS No.** 04-399-87-1

**SUNSILK SHAMPOO**  
**Haque E U**

Following an increase in excise duties on raw material used in preparing Lever's toilet products, the company's Marketing Director, Fareed-ur-Rehman wondered if the price of Sunsilk shampoo should be raised. The case presents an overview of the market, competition, and consumer demographics of shampoos.

**Subject:** Marketing  
**Teaching Note** No  
**LUMS No.** 04-409-87-1

**KSB (PAKISTAN)**  
**Haque E U, Wells L T**

This case depicts the Managing Director's attempts at getting permission to produce more sophisticated castings in the foundry that would save foreign exchange for the country. He also tried to stop the government from over-sanctioning production in a market that already had the capacity to meet demand. The case is a good illustration of the effects of

government intervention and interaction with the business sector. This case was primarily written for the Business-Government Relations module, LUMS NO.: 16-003-87-1. It may be used in a marketing module as a representative of difficulties faced by local manufacturers.

**Subject:** Marketing  
**Teaching Note** No  
**LUMS No.** 04-410-87-1

**BATA PAKISTAN LIMITED**  
**Arif J**

The footwear giant faced competition from vendors selling its own brands at lower prices. While Bata expected that its distributors would sell only to those dealers who did not operate in the vicinity of its stores or agencies, they could not exercise any control over the dealers. The Retail Manager was asked to chalk out a plan to counter this problem. The case describes the company history and channel management.

**Subject:** Marketing  
**Teaching Note** No  
**LUMS No.** 04-471-87-1

**TUSH (PRIVATE) LIMITED**  
**Arif J, Malik S**

Tush was a small garment manufacturer, trying to evaluate whether its distribution methods furthered its marketing goals and objectives. The case allows an analysis of factors linked with channel options and pros and cons of various options. The information given enables the students to evaluate the impact of adopting a mixed distribution strategy versus exclusive distributorship/ retailership, on the company's future performance and sales.

**Subject:** Marketing  
**Teaching Note** Yes  
**LUMS No.** 04-478-87-1

**TILES INDUSTRIES LIMITED**  
**Arif J, Malik S**

The case describes the situation of a medium sized company which was faced with the problems of excess capacity. The company was planning to achieve full capacity utilization and thus increase sales. The case allows an analysis of the current marketing strategy of the company. Students are asked to devise a future strategy which would help the management in achieving its long-term goals and to analyse the competitive environment and alternatives available to the company, and also to make a logical evaluation of their decision.

**Subject:** Marketing  
**Teaching Note** No  
**LUMS No.** 04-479-87-1

**H KARIM BUKSH LIMITED-LIBERTY BRANCH**  
**Arif J, Malik S**

H Karim Buksh was a medium-sized firm in the retailing business. In September 1987, Karim Buksh, the Managing Director was confronted with important strategic decisions regarding pricing and refund policies of the company. The competitors were trying to undercut H Karim Buksh Limited in order to build their own clientele. While Karim Buksh felt there was no immediate threat to the store, he decided to review the pricing and refund policies and practices to ensure competitiveness as well as profitability.

**Subject:** Marketing  
**Teaching Note** Yes  
**LUMS No.** 04-484-87-1

**SAMSONITE**  
**Arif J**

Haroon Rashid Malik, National Sales Manager of Samsonite was studying the strategic and promotional logic of a special discount scheme for Samsonite luggage for Hajis. The marketing department of the company had devised the plan to increase sales in the Haj season. The case gives an interesting account of the company background, marketing channels, the market and competition.

**Subject:** Marketing  
**Teaching Note** No  
**LUMS No.** 04-505-87-1

**NASIR FARMS**  
**Hameed N, Chaudhry S**

Nasir Khan, the owner of Nasir Farms faced the decision of whether to invest in self-cultivation when he had already lost half the farm land to pre-emptors and the rest was disputed and under litigation. The case provides an interesting insight into the mechanics of farming, and also presents the rather unique statute of Pre-emption.

**Subject:** Marketing  
**Teaching Note** No  
**LUMS No** 04-506-87-1

**REGAL ELECTROGAS**  
**Azhar W**

After the recently introduced taxes that had resulted in escalating prices were rescinded, the proprietor of Regal faced the decision of whether he should decrease prices. Issues surfacing in class discussion include price, leadership, and strategies for survival for small and medium market share businesses in a maturing market.

**Subject:** Marketing  
**Teaching Note** No  
**LUMS No.** 04-507-87-1

**TRIPPLE-EM LIMITED**  
**Erskine J; Chaudhry S**

The case deals with the decision of the General Manager, Tripple-Em Ltd, Hassan Wadhwa to formulate a new packing strategy for potato chips. It was clear to him that in order to survive in the Middle East market, Tripple-Em would have to reduce its production costs. The options before him were either to reduce the net weight of the packs, or replace the currently used metalized packaging material with a non-metalized material.

**Subject:** Marketing  
**Teaching Note** No  
**LUMS No.** 04-508-87-1

**NATIONAL DETERGENTS LIMITED**  
**Malik S**

This case describes the situation of a medium-sized company which faced some problems arising from expansion in the company's territories and range of products. It allows analysis of the company's sales policies and manpower requirements and provides students an opportunity to identify certain traits required in a person for a particular position. They can then evaluate the impact of their decision on the company's performance. Consequently, students would be able to make an analysis of selection/promotion criteria and other staffing problems.

**Subject:** Marketing  
**Teaching Note** No  
**LUMS No.** 04-509-87-1

**LARRY NIBLETT**  
**Chaudhry S**

Larry's exploits make interesting reading. His adventurous enterprises included a boutique, a department store and a distribution agency and at the same time a restaurant, a video games arcade and a tandoor-cum-restaurant. Even as he considered opening another tandoor, Larry was estimating the feasibility of a project in the shoe industry that of made-to-order 'lasts'.

**Subject:** Marketing  
**Teaching Note** No  
**LUMS No.** 04-511-87-1

## **HUMAN RESOURCE MANAGEMENT/ORGANIZATIONAL BEHAVIOUR**

### **LOST CHARCOAL AT TEXTILE FRONTIERS: AN INVESTIGATIVE NEGOTIATION**

**Ahmad M G**

Lost Charcoal at Textile Frontiers is an investigative negotiation exercise involving ethical issues. In this exercise, two participants are asked to do a role-play, representing the two individuals involved in the negotiation. Mr Javed Khan, an employee at Textile Frontiers, has stolen some important and confidential information and Mr Wasif Kamal, General Manager of Textile Frontiers and a friend of Khan, is investigating the matter. The ethical nature of the issue is compounded by the fact that Kamal had earlier hired Javed Khan after bypassing regular hiring checks and knew about the past wrongdoing of Khan. Kamal is tasked with recovering the missing information whereas Javed wants to sell the information for money without being discovered.

**Subject:** Human Resource Management/Organizational Behaviour

**Teaching Note:** Yes

**LUMS No.:** 05-775-2017-1

### **A CHALLENGE IN GOVERNANCE: A CASE OF HIGHER EDUCATION IN PAKISTAN**

**Hemani S, Butt A N**

The case documented the governance challenges faced by Namal's Board of Governors. Namal College (Namal) was the brainchild and dream project of Imran Khan - world-renowned cricketer, philanthropist and one of the most popular politicians of Pakistan. The case narrated the journey of Namal College from its inception in 2002 until August 2014. At this juncture, Abdul Razak Dawood, the Vice Chairman of Namal's Board, contemplated the challenges that Namal faced, and the role the Board and its members could play in taking the college closer to its vision. From its humble beginnings as a technical training and diploma-awarding institute, Namal had managed to achieve several milestones in one decade of its existence. One of its most notable achievements was the acquisition of 1,000-acre land. Mr. Abdul Razak Dawood, a graduate from Columbia University, leading industrialist and the founder of one of Pakistan's largest engineering companies, Descon Engineering, wondered what it would take to create a high-powered and effective Board. He was concerned about addressing Namal's challenges, which included governance, management, funding, academics and construction issues. The question was what role the Board could play in doing so. More explicitly, what role could each Board member play? Was there a possibility of creating committees within the Board to ensure efficient functioning and accountability? In sum, the case revolved around critical governance issues that must be addressed to ensure Namal's sustainability and growth.

**Subject:** Human Resource Management/Organizational Behaviour

**Teaching Note:** Yes

**LUMS No.:** 05-774-2016-1

### **MANAGING ORGANIZATIONS AND GROWTH STRATEGY AT THE CITIZENS FOUNDATION**

**Rehman S, Ahmad M G**

In April 2014, The Citizens Foundation reached its long standing goal of 1000 schools. TCF core values were compassion and humility, which drove its expansion and growth to reach the poorest of the poor. In 2013, TCF developed a new BHAG (Big Hairy Audacious Goal) targeting 1,500,000 children, aiming to scale up the existing student body 10 times in a cost effective manner. This required a new "entrepreneurial" and "start-up" mind-set, which they were trying to inculcate in TCF in 2015. The big question is if the current culture is aligned with the new strategy, and if the culture will be a help or a hindrance in achieving growth.

**Subject:** Human Resource Management/Organizational Behaviour

**Teaching Note:** Yes

**LUMS No.:** 05-773-2016-1

### **CAREER AT CROSS ROADS A&B**

**Butt A S, Malik M A R**

On November 1, 2012, Adeel Butt, General Manager at Skyways Group was ambivalent about staying at Skyways or accepting an offer of "Regional Manager North, Sales & Administration" from Porsche Pakistan. In the wake

of this decision are Adeel's trials and tribulations as a manager in the Pakistani landscape. How he starts his career from Dawn group of newspapers as a record supervisor and works his way up as the General Manager of Skyway Services. Along his journey Adeel seems to thrive in situations where he is independent/autonomous and is presented with a challenge, as soon as there is a dearth of these, he seems to lose interest and starts considering other opportunities. The case ends while looping back to the beginning where Adeel is again contemplating a career move as he seems that his current employer does not appreciate his efforts and vision for the company. Adeel is confused as he's barraged by the following questions: Was it the right time to switch jobs? How will he manage the time in his new job while doing his EMBA from LUMS? Will he be able to live up to Porsche Pakistan's expectations, especially in a new industry? Adeel has only a week in which to make his decision about whether or not to leave his current employer (Skyways) and concentrate on his EMBA from LUMS while accepting the other job offer from Porsche Pakistan. Adeel decides to leave Skyways for Porsche Pakistan. While at Porsche, he shuttles between Islamabad and Lahore on alternative weekends to attend his EMBA classes. The workload at Porsche and the travel to Lahore is getting to Adeel. At a sales pitch for Porsche to an old customer from Skyways he is offered employment on terms he could only wish for. He finds himself at a decision point again whether to stay at Porsche Pakistan or move.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** Yes  
**LUMS No.:** 05-772-2016-1

### **MEDITERRANEAN TEXTILE COMPANY: NEGOTIATING FOR THE RELEASE OF HOSTAGES** **Rashid D, Ahmad M G**

Mediterranean Textile Company: Negotiating for the Release of Hostages is a unique case study 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 Tahrir Square Revolution 2011 in Egypt. The CEO of Mediterranean Textile Company (MTC), Mr. Usman Khan, finds himself perplexed and confused about how to resolve the conflict in his company that had been divided into two factions due to the political crisis. Some managers, mostly Pakistani expatriates, were being kept as hostages by the Egyptian workers who were asking for more lucrative salaries and working terms. How Usman would handle this situation and negotiate with the union representatives will be consequential for MTC.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** Yes  
**LUMS No.:** 05-771-2016-1

### **NAMAL COLLEGE** **Hemani S, Butt A N**

The case documents the evolution of Namal College—Mianwali, Pakistan, the brainchild and dream project of Imran Khan—world renowned cricketer, philanthropist, and one of the most popular politicians of Pakistan. The case narrates the journey of Namal College for the first ten years of its establishment. In 2012, the Board faced two critical decisions—what should the Board do to overcome the operational challenges and achieve the organisation's goals? What should Namal's vision be for the next 10-30 years? The case is divided into three sections: (i) Imran Khan's life and his role in Namal, (ii) the establishment and challenges of Namal, and (iii) the way forward. The case takes the reader to a point where operational realities challenge Khan's aspirations for making Namal into the first knowledge city of Pakistan.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** Yes  
**LUMS No.:** 05-770-2015-1

### **RESTRUCTURING OF PAKISTAN RAILWAYS BOARD** **Malik M A R**

In late 2013, the minister of Pakistan Railways (PR) asked Mr Hanif Gul, Director Vigilance, PR, to prepare a proposal for the restructuring of the PR Board, the highest decision-making body for Pakistan Railways. During the last two decades several ad-hoc and haphazard organisational structural changes, coupled with frequent political interferences had severely affected the performance of Pakistan Railways. PR, the largest transport sector organisation of Pakistan, was facing operating losses for several years in a row. Every government undertook

restructuring to make railways an efficient organisation, but structural changes were disruptive and changed with every regime change. The existing composition of the PR Board was causing a lot of problems, and for all practical purposes, the Board had become ineffective. Due to ad-hoc changes, roles and jurisdictional ambiguities had increased between the executive committee, the CEO and some of the most senior officers of PR. It was also a concern to create harmony amongst different hierarchical layers of PR by delineating roles and responsibilities for board members, the CEO, and the executive committee.

**Subject:** Human Resource Management/Organizational Behaviour

**Teaching Note:** Yes

**LUMS No.:** 05-769-2015-1

### **FACULTY MANAGEMENT AT GCU - KEEPING ON TRACK**

**Alvi S, Khurshid A**

This case explores the challenges faced by a growing public sector university, GCU Lahore, with respect to its faculty management. First, the issue was of attracting, motivating, and retaining talented faculty to accomplish the vision of a successful expansion. Second, the case highlights the positive aspects as well as the issues resulting from the adoption of the tenure-track system (TTS) in GCU. For instance, the perception of inequity arose as there were two different systems, i.e., Basic Pay Scale (BPS) and Tenure Track System (TTS) running in parallel. The duality of the system led to feelings of inequity, dissatisfaction, and hostility. It could ultimately lead to a brain drain of talented faculty. Third, the case discusses the implication of diminishing attractiveness of TTS as the pay gap between TTS and BPS shrank. Management's vision that TTS would eventually replace BPS did not seem likely since TTS was becoming unattractive due to diminishing pay differential. Dr Khaleeq-ur-Rahman felt that the viability of TTS was at stake in the long run. Additionally, his tenure as VC was also coming to an end and he did not know whether he would be given another term or not. The concerns pertaining to faculty management had to be addressed urgently by the next Vice Chancellor as the quality of teaching, scholarship, and research was dependent upon competent and motivated faculty.

**Subject:** Human Resource Management/Organizational Behaviour

**Teaching Note:** Yes

**LUMS No.:** 05-768-2015-1

### **LESCO**

**Khan AK, Khurshid A**

The case describes the need for customer-centricity at LESCO in order to improve poor service orientation. It particularly highlights the HR problems of LESCO, which are associated with the organisation's complaint management system. Towards the end of 2013, Mr Ali Chaudry, LESCO's HR Director, is questioned by the board of directors regarding the contribution of the HR department in handling the complaint management system. Mr Ali then begins to review the current HR policies and practices of his department, and their lack of link with customer-centricity. The case starts by providing the history of the generation of electricity and availability of water supply in different regions of Pakistan, followed by the formation of LESCO. The case then discusses the characteristics of LESCO and its human resource policies, while focusing on its customer complaint management system throughout the case. Furthermore, the case highlights the challenges associated with the HR policies and practices of LESCO.

**Subject:** Human Resource Management/Organizational Behaviour

**Teaching Note:** Yes

**LUMS No.:** 05-766-2015-1

### **DEVELOPMENT PROCESS AT SOCIETY FOR EMPOWERING HUMAN RESOURCE (SEHER)**

**Alvi S, Mansoor N, Khan A K, Khurshid A**

This case discusses how Abdul Wadood, CEO SEHER, has undertaken different steps to transform SEHER into an institution. He wants SEHER to have a life beyond its founder. It should not be a personality driven (Abdul Wadood) organisation, it should instead be driven by its systems. Wadood feels that the organisational transformation undertaken by him has created a multitude of problems. These include problems in the appraisal system, accountability issues, employee resistance to change (due to loss of authority), complaints of extra workload and inadequate technology skills due to the adoption of MIS, i.e. Management Information Systems. Succession planning also needs to be addressed Wadood is now thinking about the adequacy of the steps that have

been taken to transform SEHER into a sustainable institution. He is also wondering how to create a buy-in within the organisation for all these changes.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** Yes  
**LUMS No.:** 05-765-2015-1

### **PERFORMANCE APPRAISAL CHALLENGE AT PAKISTAN CIVIL AVIATION AUTHORITY (CAA)**

**Alvi S, Khan A K, Khurshid A**

The case discusses the multitude of challenges that CAA faces with respect to its performance appraisal system. Sumair Saeed, Chief Human Resource CAA, feels that problems lie in the implementation of the current appraisal system. Firstly, the system of targets and objectives between the appraiser and appraisee at the start of the year is not being followed. This leads employees to feel unfairly treated because no criteria for performance appraisal for their evaluation has been agreed upon. Secondly, Sumair feels there is no buy-in for the performance appraisal system since supervisors regard appraisal as extra workload and an uneasy time of the year. Supervisors feel it is a confrontational rather than developmental/feedback exercise with the subordinate. Moreover, supervisors lack training in providing feedback on appraisals. It is felt that the culture of the organisation develops hostility and distrust when the appraisals are being conducted. The appraisal system does not differentiate between performers or non-performers, thus decisions on promotions or career progressions could not be based on appraisals. The problem of demotivation among employees is also a result of an ineffective performance appraisal system, as no differentiation exists between star performers and non-performers. Sumair is now contemplating the changes in design or implementation of performance appraisal system which are required to rectify the process of performance appraisal at CAA.

**Subject** Human Resource Management/Organizational Behaviour  
**Teaching Note:** Yes  
**LUMS No.:** 05-767-2015-1

### **YARN PURCHASE AT AMTEX Ahmad M G**

Yarn Purchase at AmTex is a two-party, single issue, distributive negotiation case exercise. A buyer and seller of blue heather cotton yarn are required to negotiate the purchase of a lot of 1,000 bags of yarn. Only the price needs to be negotiated. Both parties are under a deadline and need to quickly make the deal with alternatives available to each party. The buyer and the seller represent their respective organisations and both are responsible for making the most profitable deal for their organisations. The exercise illustrates how to use bargaining techniques in a distributive negotiation setting in which negotiators are primarily concerned about claiming the maximum possible value through the deal. This case exercise is well-suited to introduce the fundamental frameworks and techniques of negotiation and may be used as the first case exercise in a course on negotiation skills.

**Subject** Human Resource Management/Organizational Behaviour  
**Teaching Note:** Yes  
**LUMS No.:** 05-764-2014-1

### **ASSESSING LEADERSHIP POTENTIAL AT PTCL Haider Q, Khurshid A**

Pakistan Telecommunication Company Limited (PTCL) launched a programme to assess leadership potential of their senior executive members. The idea of leadership potential assessment emanated from the desire of the CEO to identify and groom individuals who had the potential to lead PTCL to become a competitive, progressive, and modern organisation. The assessment results were reported individually as well as collectively. The programme was headed by the Executive Vice President of Talent Management and Learning, Mr Shahzad Safdar Khan. After reviewing the results of the assessment, Mr Khan came up with certain concerns. One of his concerns was that some executives had received low ratings with respect to their potential, contrary to their performance at PTCL which had been commendable. He was not sure how to deal with this discrepancy between good past performance and relatively low future potential. He was also apprehensive of the accuracy of this assessment. Some executives were already questioning the reliability and legitimacy of the potential assessment exercise. The decision that needed to be taken was how to proceed after receiving the results of the assessment. What options existed for the

follow up? What would be the implications of the suggested options on the overall motivation of the executives, as well as on the effectiveness and acceptability of the leadership potential assessment process? The case describes the process as well as the tools and techniques designed for assessing leadership potential. Additionally, the case captures the assessment process through the eyes of three different participants who shared their experiences and feelings during the assessment process as well as thereafter. The case also identifies the issues and challenges faced by PTCL in interpreting the results for individuals as well as for the company, and in deciding future course of action.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note** Yes  
**LUMS No.:** 05-763-2014-1

### **KICK-STARTING INDIGENOUS INNOVATION: A CASE OF AKHUWAT** **Khan A K, Haq S U**

In 2009, Dr. Amjad Saqib, Executive Director of Akhuwat, was deciding if he should introduce an interest-free financing model that effectively builds on the cultural uniqueness of the local community. This model aims to provide interest-free small loans (qarz e hasna) in the spirit of Islamic brotherhood where most activities are performed by volunteers. All activities revolve around religious institutions like mosques and involve a close interaction with the community. The loan disbursement method provides not only religious sanctity to the whole process but also very low operating costs. Dr. Amjad envisioned a poverty free society built upon the principles of compassion and mutual support, but is the interest-free model the right step in this direction? Moreover, there are questions about the scalability of this model and the composition of donors which need to be resolved before this model can be implemented.

**Industry** NGO Management  
**Teaching Note:** Yes  
**LUMS No.:** 05-761-2014-1

### **LAHORE RING ROAD POLICE INTRODUCTION OF VARIABLE INCENTIVE PLAN** **Malik M A R**

The Lahore Ring Road Authority (LRRRA) is a public sector organisation, under the provincial government of the Punjab. It is responsible for the construction, maintenance and operation of the Lahore Ring Road. The chairperson of LRRRA, Rashid Mahmood, is a graduate in Public Administration from the US. He has studied the concepts of variable incentive plans based on Key Performance Indicators (KPIs), and is trying to apply these concepts to the Ring Road Police (RRP), in order to create a motivated and committed police force. He has taken the approval of the Chief Minister Punjab to give a special allowance to the wardens of the RRP, however he is thinking of converting this fixed allowance into a performance based incentive. Performance based variable incentive plan is a new concept which has been largely untested in the public sector. Rashid expects that it will generate a lot of criticism and resistance, thus, before announcing the proposed performance based incentive, he arranges a brainstorming session with his close colleagues. He wants to get their views about the proposed plan so that he can move forward towards getting the approval for this system.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** Yes  
**LUMS No.:** 05-760-2014-1

### **MANAGING ONESELF** **Ahmad M G**

The note a) introduces the process of self-management, b) presents a framework that integrates different elements of self-management and c) provides a number of tools and practices for managing oneself with suggestions for implementation. Self-management will improve one's performance, make a person a better leader and manager, and result in a more fulfilling and rewarding career.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** No  
**LUMS No.:** 05-707-2014-2

## **NATIONAL ARCHIVE ASSOCIATION**

**Hemani S, Butt A N**

The case documents the evolution of a non-profit organisation and its current challenges related to scaling of social impact. NAA (National Archive Association) was a non-profit created to preserve the history of Pakistan through its Archive Collection, Learning Outreach and Across Borders Programs. The key learning objective of the case is to provide content which directs the students to make the key decisions that Esma and her team are facing, i.e. 'How should NAA scale out?' and 'What is the most promising strategy for Scaling Social Impact?' The case gives students the opportunity to discuss various 'Strategies for Scaling Social Impact' to reach to a meaningful analysis. This case is suitable for graduate and executive courses on Non Profit/Social Enterprise Management, and Social Entrepreneurship. The case can also be effectively used for courses in Global Studies as it documents the approach taken by social entrepreneurs working in a developing country to create a sustainable and scalable social enterprise model.

**Subject:** Human Resource Management/Organizational Behaviour

**Teaching Note:** Yes

**LUMS No.:** 05-759-2014-1

## **PERFORMANCE MANAGEMENT AT AKHUWAT**

**Sethi A, Bashir M**

This case is about Akhuwat, a non-profit microfinance organisation established in 2001. Unlike most microfinance institutions (MFIs) in Pakistan, Akhuwat did not charge interest on its micro credit products. This was possible because the organisation used charitable donations to establish its lending base instead of a bank loan. The operational overheads were also met through charitable donations instead of being charged to the microfinance clients. This enabled Akhuwat to offer loan products without charging interest. Dr. Amjad Saqib, Akhuwat's founder, considered his organisation to be a better alternative to traditional MFIs, which he considered exploitative due to their high interest rates. He also believed that Akhuwat's lending practices were in accordance with Islamic principles of mutual support. Akhuwat grew gradually in terms of its loan portfolio and branches from 2001 to 2009. However, in 2010, it experienced massive and rapid expansion after a credit injection from the provincial government. Akhuwat's active loan portfolio grew by seven times in three years, and its number of branches grew by five times. This transition warranted considerable changes in the performance management systems at Akhuwat, an organisation where most activities and tasks were done informally. This case study shares Dr. Saqib's reflections about the future of performance management at Akhuwat, as well as his concerns regarding not being able to measure the organisation's intended impacts.

**Subject:** Human Resource Management/Organizational Behaviour

**Teaching Note:** Yes

**LUMS No.:** 05-762-2014-1

## **CHANGE MANAGEMENT IN PAKISTAN'S PUBLIC SECTOR ORGANISATIONS**

**Alvi S, Khan Ak, Khurshid A**

This note provides a comparative analysis of the change management processes undertaken in different public sector organisations of Pakistan. For this purpose, the framework that is used is Kotter's eight-step change process model. This framework is not only widely used but also provides a systematic analysis for evaluating organisation level change initiatives. Based on secondary data, a comparative analysis of five public sector organisations has been one in which significant change initiatives were launched. The five public sector organisations which were part of our sample were Pakistan State Oil (PSO), State Bank of Pakistan (SBP), Secretariat Training Institute (STI), Management and Professional Development Department (MPDD), and Federal Board of Revenue (FBR). This note compares; the role of leadership, management styles, importance of vision statement, communication of vision, importance of coalition building and buy in of change and planning of short term wins in the context of Pakistan's public sector organisations' change initiatives. It also explores issues on why institutionalisation of change has become a big challenge for Pakistan's public sector organisations.

**Subject:** Human Resource Management/Organizational Behaviour

**Teaching Note:** Yes

**LUMS No.:** 05-706-2014-2

## **BEACONHOUSE SCHOOL SYSTEM (BSS) RESTRUCTURING**

**Alvi S, Khurshid A, Butt A N**

The case “Beaconhouse School System (BSS) Restructuring,” discusses the hierarchical and structural changes that took place within the Beaconhouse School System in 2008. The restructuring was mainly undertaken as a result of BSS’s rapid expansion and fierce competitive environment. Kasim Kasuri, Chief Executive Officer of BSS felt that the introduction of the newly created positions of School Group Heads (SGHs) in the BSS system would help improve coordination with the regional head office and bring more efficiency and decentralisation at the school level. The CEO felt that even though restructuring had brought positive changes in the organisation, it had also created some problems that needed to be addressed quickly. These problems included: a) Lack of management skills pertaining to managing and appraising employees by the school group heads b) New competencies and skill sets requiring strong leadership and managerial expertise in SGHs c) Refinement of standard operating procedures and also, support infrastructure, for example, information technology (IT) and performance appraisal systems that needed upgradation d) Anxiety and confusion experienced by the principals and staff members regarding new reporting lines and relationships. Kasim was now exploring options that would help BSS to fully exploit its potential post restructuring. He knew that restructuring had been progressing well, but the issues that had arisen needed to be resolved quickly so that employees would not feel alienated from the system.

**Subject:** Human Resource Management/Organizational Behaviour

**Teaching Note:** Yes

**LUMS No.:** 05-755-2013-1

## **KASHF FOUNDATION: THE DILEMMA OF INCENTIVE WITHIN A NON- PROFIT INITIATIVE**

**Khan A K, Qanita M**

This case is based on a dilemma faced by the human resource manager of Kashf Foundation on how to motivate his loan officers. Loan officers are actually the back bone of Kashf’s operations. A wave of turbulence hit the organisation in late 2008 and brought its financial health to the ground. Kashf Foundation, being a non-profit venture did not have the capacity to offer a lucrative career path to potential employees, specifically the loan officers. However, because of its noble cause people joined the organisation for a sense of serving the community and contributing towards the betterment of the targeted households that received microfinance services. This resulted in not only bringing business and consequently financial sustainability to the organisation but also earned the loan officers respect within the community. Before the tide hit, Kashf had a progressively improving financial health and reflected an overwhelming satisfaction level (that hovered close to 100%) on part of the clients. Then in autumn 2008 a crisis hit the organisation. The crisis was triggered by rumours spreading in the Kashf’s client base about false claims made by a local politician that, he will waive off all the repayment of Kashf loans in his constituency. This, in addition to the overall deteriorating economic conditions of the country made it impossible for the loan officers to collect the repayment of loans or issue new loans. Loan officers were taking the most heat in this time of crisis and as a result two main problems were seen. One was the unwillingness of the loan officers to go into the field, as they were mistreated and threatened rather than respected, and secondly the attrition among loan officers increased considerably. Now, the challenge for the human resource manager is to design an incentive structure that can motivate and retain the loan officers. The human resource manager is contemplating over the option of moving away from a fixed pay structure to a variable pay structure.

**Subject:** Human Resource Management/Organizational Behaviour

**Teaching Note:** Yes

**LUMS No.:** 05-754-2013-1

## **PEEF: PUNJAB EDUCATION ENDOWMENT FUND**

**Alvi S, Khurshid A, Khan A K**

The case describes the multitude of challenges faced by a Pakistani public sector company in designing a fair and transparent system for the disbursement of scholarship funds. Firstly, Kamran Shams, CEO of PEEF, had to decide on the process that should be used in identifying needy students without compromising on timeliness and transparency. Instead of the student getting caught up in the entire process, PEEF would facilitate the student by designing a seamless scholarship process. Secondly, Kamran Shams wanted to devise a system which eliminated political interference and pressure because political pressure was bound to creep in whenever the government allocated such scholarship funds. Also, PEEF needed to ensure that more scholarships were given to Low Developed Districts (LDDs) as compared to the Developed Districts (DDs) of Punjab since students of LDDs had

less access to scholarship opportunities. Thirdly, Kamran wanted to address the workload problem for the human resource at PEEF. The concern was that the workload was expected to increase around the time of board exams and the amount of data handling required for the disbursement of scholarships would over burden the PEEF staff.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** Yes  
**LUMS No.:** 05-756-2013-1

**AIR BLUE**  
**Ahmad M G**

The case study on Airblue chronicles the events that led to the biggest plane crash in the aviation history of Pakistan. Airblue Flight 202 destined from Karachi to Islamabad crashed while attempting to land under adverse weather conditions. The flight carrying 146 passengers and 6 crew members; all died in the crash. Later investigations identified gross errors in judgement and decision making by the cockpit crew and unprofessional attitude as the sole cause of the crash.

The case study documents the events that unfolded prior to the crash and identifies a number of major factors that are important while communicating and making decisions under critical situations. It touches upon the themes of superior-subordinate communication and relationships, empowerment, sense of responsibility under life-threatening situations, making sense of crisis situations, role of initiative, self-confidence, and reliance on others. The case is suitable to be taught on topics dealing with communication, decisions making, teamwork, leadership, and crisis management

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** Yes  
**LUMS No.:** 05-757-2013-1

**DAANISH SCHOOL SYSTEMS**  
**Qureshi Z I**

The case discusses the Daanish School System (DSS) as an innovative education system for the marginalized children of southern Punjab. The English equivalent of Daanish (an Urdu word) means ‘wisdom’. The Chief Minister (CM) of the province of Punjab has asked Mr. Iqbal Qureshi, Chairman, Core Group of the Daanish School & Centre of Excellence Authority (DS&CEA), to recommend a strategy to expand DSS further and to ensure its financial sustainability as opposed to the upgradation of the existing public sector schools. The opponents of DSS were supporting the latter, while there were others who supported DSS expansion. The core group was also divided on the expansion strategy into two sub-groups: one sub-group was supporting the expansion strategy, whereas the other sub-group was not. In parallel, the core group was also expected to suggest steps to ensure future sustainability of DSS.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** Yes  
**LUMS No.:** 05-758-2013-1

**LEADERSHIP AND SOCIAL RESPONSIBILITY: A DEVELOPMENTAL PERSPECTIVE**  
**Ahmad M G**

This reading was written to serve as a course note for the MBA course on Leadership and Social Responsibility. This note describes a comprehensive model of leadership development. The model defines the key factors that contribute to leadership development, the main features of socially responsible leaders, the process of exercising leadership, and the criteria through which the impact of effective leadership may be assessed.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** No  
**LUMS No.:** 05-705-2013-2

**THE EMPLOYEE STRIKE AT UNIVERSITY OF HEALTH SCIENCES, LAHORE-PUNJAB**  
**Mahmood H, Qureshi Z I**

(AJMC Case- Not for Sale) This case traces the series of events that led to the crippling employee strike faced by the University of Health Sciences in 2009-2010. Instigated by a somewhat ambiguously worded directive from the Punjab Government (under whose aegis the UHS functions) regarding the regularization of contract employees, the misunderstanding snowballed into a full-fledged revolt by the majority of the UHS contractual staff against the university management. This led to the university finally having to relieve 65% of its work force from employment. This case narrates in detail how these events came to pass. It also presents a brief overview of the UHS organizational structure; its decision-making dynamics; and the institutional context in which it functions. A brief outline of the university VC's leadership style is also presented.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** Yes  
**LUMS No.:** 05-746-2012-1

**THE ENGRO ZARKHEZ CHALLENGE 2011**  
**Alvi S, Butt A N, Khurshid A, Siddiqui M A**

The case aims at highlighting the intra organizational negotiation challenges faced by Engro Marketing team for attaining sales targets. The problem is of goal incongruence and lack of communication regarding sales targets in the organization. Additionally, the structural changes which had added a new management layer of Area Marketing Managers (AMMs) in Engro led to role ambiguities between the AMM and the ZMM. The main challenges that Engro faces are: a) There was an urgent need for differing viewpoints on sales targets to converge to a joint goal setting pattern b) Up-gradation of skills was needed by AMM and ZMM with respect to increased listening and communication, facing and appreciating work-related conflict, working out interpersonal frictions and not using compromise as a basis for organizational decision making, and c) A commitment to the strategic goals of the company needed to be gained by establishing clear responsibilities for implementing them.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** Yes  
**LUMS No.:** 05-745-2012-1

**CAPACITY BUILDING THROUGH EFFECTIVE TRAINING AT SECRETARIAT TRAINING  
INSTITUTE (STI)**  
**Khurshid A, Khan A K**

This case explains in detail, the various challenges faced by the management of STI. Being a training institute, the actual purpose of the institution was not being fulfilled. The issues at STI have been divided into three categories for the purpose of analysis i.e. training, cultural and infrastructural issues. Furthermore, the process of change has been looked into detail; resolving these issues, overcoming financial constraints and finally achieving training effectiveness. This case can be used for courses in Human Resource Management (HRM) at both the undergraduate and graduate level. Moreover, it can be used for executive training in HRM, Public HRM and Training and Development.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** Yes  
**LUMS No.:** 05-747-2012-1

**INSTITUTIONAL CHANGE THROUGH TRANSFORMATIONAL LEADERSHIP AT MANAGEMENT  
AND PROFESSIONAL DEVELOPMENT DEPARTMENT (MPDD)**  
**Khurshid A, Khan A K, Polani F Z, Haider S H**

The case describes the journey of Mrs Rashida Malik, Secretary Management and Professional Development Department (MPDD), in transforming MPDD through her charismatic leadership. Mrs Malik reluctantly took charge of the department due to its image as a sidelined role with lean personnel. Defying all odds, she was able to bring about operational changes and give the institution a facelift which completely transformed the workplace environment. On her appointment she inherited a deceptively ancient building due to poor maintenance, an institution that lacked proper

systems and a staff that was demotivated to improve its performance. However, as a result of her leadership and management skills she was able to transform the institution into a state-of-the-art facility. She bred optimism, promoted resilience, and renewed faith and confidence in her work force. All of which contributed to the success of MPDD.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** Yes  
**LUMS No.:** 05-749-2012-1

**RECRUITMENT AND SELECTION AT THE EDUCATION DEPARTMENT, FATA**  
**Khurshid A, Khan A K, Polani F Z**

The case describes a challenging situation faced by Mr. Syed Manzar Jan Sajid, Additional Director Establishment & Finance at the Directorate of Education, FATA. He had been given the responsibility to undertake the recruitment of teachers in FATA. It was decided by the Education Department that around 120 teachers needed to be replaced on an immediate basis. The recruitment procedure of Khyber Pakhtunkhwa Public Service Commission (KPPSC) took years to reach completion and did not take into account the ground realities. As a result the teachers who were commissioned through it, often asked for No Objection Certificate (NOC) to be positioned out of FATA soon after. So, Mr. Manzar had to come up with a recruitment and selection procedure that was not only efficient, but also provided sustainable solutions to the problems of high employee turnover and employee demotivation found in the disgruntled teachers.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** Yes  
**LUMS No.:** 05-748-2012-1

**TRANSFORMATION AT THE FEDERAL BOARD OF REVENUE, PAKISTAN**  
**Haider Q, Jawwad A, Khurshid A**

This case describes the transformation process at the Federal Board of Revenue (FBR), Pakistan a public sector organisation. The tax administration in Pakistan had inherent weaknesses that required tax reforms in order to expand the tax base, reduce taxes, increase voluntary compliance, facilitate taxpayers and change the image of FBR in the society. In order to do this, Tax Administration Reforms Project (TARP) was initiated by the Federal Government of Pakistan with funding from the World Bank (WB) in July 2001. Several achievements were made towards the reforms of tax administration, including the successful run of several pilot projects, clearing the backlog of massive litigation and audit objections of taxpayers, settlement of bank guarantees, broadening of tax base, increase in filing of tax returns, and reduction in corruption rating of FBR. However, momentous challenges still lay ahead including: increased uncertainty and discontentment in FBR employees about their future prospects and career progression in the organisation, lack of mutual coordination resulting in inefficiencies and delays in critical business processes, adjustment to the open work environment, and taxpayers continued to pay substantially less than their due share due to lack of strong deterrence.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** Yes  
**LUMS No.:** 05-753-2012-1

**CORPORATE RENEWAL AND FUTURE DIRECTION AT ASIA PETROLEUM LIMITED (APL) (CASE A & B)**  
**Zafar I. Q , Mahmood H**

The case describes a series of steps taken by the MD&CEO of Asia Petroleum Limited (Case A & B) to implement his corporate renewal plan with two-fold objectives: to determine the future direction of the company (whether to stay as an oil transportation company or to enter the power sector and become a power generation entity) and secondly, to improve the current operational performance with a view to satisfying different stakeholders - especially the investors.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** Yes  
**LUMS No.:** 05-744-2011-1

## **PROGRESSIVE EDUCATION NETWORK (PEN)**

**Hemani S, Butt A N**

This case documents the background and organizational model of three NGOs; PEN, CARE and TCF, which are providing primary and secondary education to the underprivileged segment in Pakistan. PEN was established in 2005 by a group of seven friends, who initiated PEN with the objective of improving basic education in Pakistan. The founding members had planned to adopt government schools (mainly in the city of Lahore) and initiate policies and systems to improve the overall standard of education. PEN had filed a request with the City District Government of Lahore (CDGL) requesting the adoption of 23 government schools. After a year of negotiation with the government, the adoption contract was still pending which resulted in agitation and disappointment amongst the PEN members. They were now standing at a threshold re-considering their decision; either wait for the government's approval regarding allotment of the government schools, or consider other options such as building their own schools. The founding members were considering the organizational models of two well-known NGOs in Pakistan; TCF and CARE. The two models were completely distinct in terms of their organizational philosophy, structure, functioning and scale of social impact. Yet each had a success story with its own set of strengths and weaknesses. It was now important to finalize the strategic decision based on the assessment of (i) the distinct characteristics of CARE and TCF model and their scale of social impact, and long term sustainability, and (ii) PEN's mission, vision, organizational, human resource and financial capabilities.

**Subject:** Human Resource Management/Organizational Behaviour

**Teaching Note:** Yes

**LUMS No.:** 05-743-2011-1

### **THE CHALLENGE OF CHANGE AT TERADATA GLOBAL CONSULTING CENTRE (GCC) PAKISTAN**

**(A)**

**Khurshid A**

The cases The Challenge of Change at Teradata Global Consulting Centre (GCC) Pakistan (A & B) describe the issues and challenges faced by a professional services organization, Teradata Global Consulting Centre Pakistan, in implementing international standards for an information security management system, namely ISO 27001. Being an outsource company based in Pakistan; its international clientele were concerned about the security of their proprietary data. The company expected that ISO 27001 certification would help their business development by retaining and acquiring international clients.

**Subject:** Human Resource Management/Organizational Behaviour

**Teaching Note:** Yes

**LUMS No.:** 05-741-2011-1

### **THE CHALLENGE OF CHANGE AT TERADATA GLOBAL CONSULTING CENTRE (GCC) PAKISTAN**

**(B)**

**Khurshid A**

The cases The Challenge of Change at Teradata Global Consulting Centre (GCC) Pakistan (A & B) describe the issues and challenges faced by a professional services organization, Teradata Global Consulting Centre Pakistan, in implementing international standards for an information security management system, namely ISO 27001. Being an outsource company based in Pakistan; its international clientele were concerned about the security of their proprietary data. The company expected that ISO 27001 certification would help their business development by retaining and acquiring international clients.

**Subject:** Human Resource Management/Organizational Behaviour

**Teaching Note:** Yes

**LUMS No.:** 05-742-2011-1

### **COOPERATION FOR ADVANCEMENT, REHABILITATION AND EDUCATION (CARE): LEADERSHIP IN A SOCIAL SECTOR ORGANISATION**

**Hemani S, Butt A N**

This case documents in detail the leadership provided by the CARE Chairperson and CEO, Seema Aziz, in providing quality education to children from poor families in Lahore, Pakistan. In 1988, CARE starts as a small voluntary effort that spreads out to eventually reach thousands of children. In this process, Aziz stands out as a

visionary leader who leads her organization from its infancy to maturity. She initially sets up CARE's own schools and then establishes a successful model of partnership between the private and government sectors by adopting and managing government owned schools. The case leads the reader to a crucial point when Aziz is faced with the dilemma of either accepting or rejecting the local government's offer to take over 140 government schools. The choice has left Aziz at crossroads because accepting the offer will accelerate the process of spreading education which is indeed CARE's core mission. However, it will invite greater challenges and complications associated with managing a rapidly growing organization and an expanded network of schools requiring enormous amounts of funding and a much larger, motivated and efficient human resource base. It may also slow down the growth of the existing CARE owned network of schools. On the other hand, if Aziz decides to refuse the government's offer, the path will be smoother with more time available for policymaking and implementation, and sufficient funds can be generated to set up new CARE schools. With this option, the organizational resources and leadership capabilities will also grow steadily to cater to gradually increasing requirements. However, the vision to reach thousands of children and the urgency to do so may be compromised.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** Yes  
**LUMS No.:** 05-740-2010-1

### **ENGRO CHEMICAL PAKISTAN LIMITED – RESTRUCTURING THE MARKETING DIVISION** **Khurshid A, Chaudary M S**

This case describes the restructuring initiative undertaken to change the 40-year old structure of the marketing division into a more flexible and rewarding setup. Towards the beginning of 2008, Khalid Mir, General Manager Marketing, at Engro Chemical, realised that significant changes were needed in order to address major issues the company was facing in terms of employee turnover, poor inventory control, low market development and sub-optimal merchandizing efforts in its original marketing structure. In March 2008, Engro Chemical Pakistan Limited (ECPL) undertook the restructuring of its marketing division. As Mir progressed through the planning and implementation of the new structure and related changes, he came across several challenges and issues emanating from this change effort. At the end of the case, Mir is contemplating his next steps. How successful had the restructuring effort been? Should he fine-tune the new structure or was another round of restructuring imperative? How could Engro reap maximum benefits out of this newly implemented structure? What lessons could be learnt regarding change management that might be helpful in future restructuring efforts? These questions still remained to be answered.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** Yes  
**LUMS No.:** 05-743-2010-1

### **HRM AT AFFLUENT ADVERTISING PVT. LTD** **Muhammad F, Khan F R**

Affluent Advertising establishes an HR department in response to increasing external competition and internal turnover. The department's prerogative, however, is primarily limited to the espousal of administrative discipline and communication of top managements' decisions to employees, after anchoring them in rhetoric of management knowledge and organizational efficiency. An early and unexpected failure of this department raises several questions regarding its need and significance as well as its future in the organisation. At a more broad level, the case highlights the use or abuse of HR department as a tool for reinforcing systems of dominance and legitimizing the self-interested decisions of top management and firm owners. In doing so, it not only challenges the unitarist theories of management that treat workplace as an integrated and harmonious entity, wherein employees and employers share common interests, but also contests the self-alleged neutrality, objectivity and impartiality of mainstream management practices by bringing to light its dark, biased, (value and) power-laden aspects. It thus sheds light on the real agenda behind HRM development, and elucidates how the (structural, strategic, cultural and procedural) recommendations forwarded by so-called impartial HR departments are in actuality embedded with patterns of organizational power distribution. Lastly, the case also elaborates how various structural arrangements, traditionally known for their effectiveness (i.e. Matrix and Product Team configurations), can adversely impact work environment, if employed without need, for bureaucratic purposes solely.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** Yes  
**LUMS No.:** 05-741-2010-1

**TO PLAY OR NOT TO PLAY: SHIRKAT GAH WOMEN RESOURCE CENTRE**  
**Khan FR**

This case deals with the question of using a street play as an advocacy tool for raising awareness about Westernized and secular notions of women's reproductive health care rights in rural areas of Pakistan. The immediate issue is whether Mohammad Aslam should use a street play called "Nadia's Story" as a means of communicating women's reproductive health care rights to a sceptical village audience in a North Eastern village of Punjab that views his organisation, Shirkat Gah, as representing anti-Islamic and Westernizing forces. The concepts involved in this case deal with street theatre, postcolonial conditions, human rights advocacy based on Western notions of secular humanism, and Islam.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** Yes  
**LUMS No.:** 05-742-2010-1

**TELENOR PAKISTAN - CULTURE AND COMPETITIVE ADVANTAGE**  
**Khurshid A, Ali N**

The case Telenor Pakistan – Culture and Competitive Advantage describes the issues and challenges faced by the telecom operator, Telenor Pakistan, due to a changing external environment. The external threats are forcing the CEO to re-evaluate a key competitive business advantage that has been built and nurtured over approximately half a decade, namely the organisational culture. It is this culture which differentiates Telenor Pakistan from its competitors. Jon Eddy Abdulla, the CEO, believed that although the company had tremendously benefited from its unique culture and had gained a significant competitive advantage, the maturing market and increasing competition required the organisation to streamline processes, focus on efficiencies, and control costs. The company needed to learn to move fast from a high growth start-up operation to an organisation where tighter controls were needed. Jon pondered over his options to align the company with the changing market dynamics as fast as possible, while preserving the core elements of culture that earned this company the award for being the most preferred employer twice in the last three years.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** Yes  
**LUMS No.:** 05-744-2010-1

**PERFORMANCE APPRAISAL CHALLENGES AT SNGPL**  
**ALVI, SARA, QURESHI ZI**

This case describes the multifarious challenges confronted by the management of SNGPL. First, the Senior General Manager, HR has to identify the main objectives that the management would like to realise through its performance appraisal system (PAS). Second, SGM, HR also needs to recommend the main features of a robust PAS. Third, what changes need to be made in the current Appraisal Form to make it user friendly. Fourth, should the company shift from its current absolute appraisal system to a relative grading system? If so, would relative grading system help in discriminating between the "solid" and not so "solid" performers? Lastly, would the problem of strictness versus leniency be resolved through the adoption of relative grading system?

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** Yes  
**LUMS No.:** 05-745-2010-1

**TUSDEC**  
**Bashir M, Ali I**

Technology Upgradation and Skill Development Company (TUSDEC) highlights the issues related to and implications of government interventions for the modernisation of an industry in a less industrialised and low income country like Pakistan. The case can be used in Strategic Management courses in a number of programmes such as Social Enterprise Management, and Organisational Development. It can also be used in policy modules of courses like Development Studies and Technology Management.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** Yes  
**LUMS No.:** 05-739-2009-1

## **HUMAN RESOURCE MANAGEMENT AT OCEATIC AIRWAYS**

**Butt AN, Hemani S, Rashad Y**

The case documents in detail the Human Resource Management system at Oceatic Airways. The case begins with an introduction to the organization's background and performance since the time of its establishment coupled with facts about the airline industry. A significant portion of the case documents the key components of Oceatic Airways' human resource policies and practices. The case reports the procedural details of several HR areas and explains how the process of recruitment, training, promotion and performance appraisal is conducted. Employee feedback and comments regarding the HR practices at Oceatic Airways are also included to provide a deeper insight into the case content.

**Subject:** Human Resource Management/Organizational Behaviour

**Teaching Note:** Yes

**LUMS No.:** 05-738-2008-1

## **IMPLEMENTING PERFORMANCE MANAGEMENT SYSTEM AT PACKAGES LIMITED**

**Khurshid A, Clowney W**

The case Implementing Performance Management System at Packages Limited describes a change initiative through implementing performance management system at Packages Ltd in 1996. Mr Nayab Baig, the Human Resource Development (HRD) manager of Packages Ltd introduced a new performance management system, referred to as "Performance Planning, Managing & Evaluation" (PPM&E). Before 1996, there was no formal performance evaluation system in the company. Absence of a formal system allowed for subjective judgments in the areas of performance evaluation, promotions and succession planning. The new PPM&E system consisted of three main components, namely Performance Planning, Performance Managing and Performance Evaluation. The implementation of new evaluation system called for a cultural change in the company. Managers and employees who were not used to any formal evaluation system earlier found the new system to be lengthy and complicated. One year after the introduction of the new system, an internal audit indicated that although most managers had done relatively well on performance planning, they were not regularly following the performance managing process. Nayab felt that in order to derive value from the system, the performance managing section must be utilized as directed. The case ends with questions of concern by Nayab. What should he do at this stage to ensure successful implementation of the PPM&E system? How could he improve the motivation level of managers to implement the new system more effectively? How could he measure the effectiveness of the PPM&E system in terms of the impact it has on the people and the organization?

**Subject:** Human Resource Management/Organizational Behaviour

**Teaching Note:** Yes

**LUMS No.:** 05-737-2008-1

## **AIDS AWARENESS SOCIETY**

**Sipra N, John S**

When Hector Nihal, received two warning letters from the Program Manager, HIV/AIDS Program Marie Stopes Society, Karachi, one telling him that the NGO performance was not satisfactory and the other telling him that the project management had come across with a very unethical, misleading and unprofessional reporting from the centre, he knew that something was amiss and needed urgent and serious attention. He held meetings with the staff at the centre, individually and in the group and came to the conclusion that the figures sent in the report on the number of people counselled for HIV/AIDS had been misquoted by the staff. He also found that there was a tussle going on between the Project Manager and the Clinical Psychologist on the extent of authority that one had over the other. He also consulted the executive committee members, who were of the opinion that the issuing of warning letter to the Director of the organization and to the staff without notice of the Director was unacceptable. It was evident to Hector Nihal at this point that he would have to make a decision on whether to go ahead with the project or to withdraw from it. This case explores the need, importance and methods of monitoring mechanisms for a non-government and non-profit organization whose activities involved training and counselling on HIV/AIDS awareness and prevention to the general as well as vulnerable population. It also highlights the issues associated with the public-private partnership, a phenomenon being explored and experimented by the donors in Pakistan.

**Subject:** Human Resource Management/Organizational Behaviour

**Teaching Note:** Yes

**LUMS No.:** 05-735-2007-1

**APPNA SEHAT: CHANGE MANAGEMENT (B)**  
**Dogar MN**

Shafique-ur-Rahman became Chief Executive Officer of APPNA SEHAT Pakistan in 2002. It took him a whole year to convince the Chairman and Board of Directors to let him phase out intervened health units that had matured, as per the organization's policy. However, the implementation stage raised more issues than he had expected as there was strong resistance to the decision by the affected employees. Termination policy regarding 225 employees of 45 existing units had to be made in a manner that ensured organizational and procedural justice in a transparent manner, while maintaining the morale of the other employees of the organization. Shafique needed to be very cautious in such a politicized environment. This case highlights issues of effective resource mobilization (policies, procedures and HR) by leadership during the change management process to achieve organizational objectives. Further it discusses the importance of power and politics techniques in identifying (proactively) trouble making areas (pockets of possible resistance) and use of possible approaches and techniques (use of metaphors and emotional language) to overcome this resistance to ensure smooth working of organizational activities.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** Yes  
**LUMS No.:** 05-736-2007-1

**APPNA-SEHAT: CHANGE MANAGEMENT (A)**  
**Dogar MN**

APPNA Sehat was established with the objective to work for primary health in rural areas of Pakistan. As per the vision of this organization, it was supposed to move to other areas after a period of three years, but they did not expand their base of beneficiaries and continued to work in the same place for more than 10 years. When the new CEO took charge, he looked at the policy documents and made up his mind to implement the vision and mission of the organization. However, the entire organization was not in favour of this change, and he was facing strong resistance even from his regional directors who wanted to maintain the status quo. The new CEO has to resolve interpersonal conflicts before he can succeed in his initiative

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** Yes  
**LUMS No.:** 05-729-2006-1

**EXPANDING KHOJ'S EDUCATIONAL PROGRAM**  
**Irfan G**

In September 1995, Nasira Habib, founder and Executive Director of Khoj, a Lahore based development organization, was approached by a group of women with a request to replicate her successful pedagogy for women's education for their children. She wondered whether she should work with children, considering she had no experience of working with them through her new methodology. She did not want to use the conventional methodology to educate the children either. The case focuses on the policy issues, NGOs may face while working in the field of non-formal education. It also highlights the differences in the nature of education for the disadvantaged women and elementary education for children from low income households. The case generates discussion on the purpose of education, various approaches and methodologies and their possible outputs and outcomes. It also initiates a debate on the comparative advantages of different philosophies of education and alternative visions for social development.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** Yes  
**LUMS No.:** 05-709-2006-1

**THE PROFESSOR'S CAR CHOICE (A)**  
**Asad U, Rana A I**

After his promotion from Assistant to Associate Professor on May 2 2003, Atif Siddique of Ghaznavi School of Business Administration (GSBA) was entitled to an official car. This case described his thought process when choosing from the three available car options i.e. Honda City, Toyota Corolla and Suzuki Baleno. A number of factors were considered in an attempt to make a decision – his family's preferences, the amount he could contribute towards buying the car, car's ability to withstand tough roads, resale value after 5 years, spare parts and maintenance etc. Despite market research and seeking

several opinions, Atif found it difficult to make a final decision.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** No  
**LUMS No.:** 05-726-2006-1

**THE PROFESSOR'S CAR CHOICE (B)**  
**Asad U, Rana A I**

Since Atif knew he had to use the car extensively for frequent consulting visits to various parts of Punjab in addition to his family's routine use, he decided to collect information on fuel efficiency from his friends with various cars. Moreover, he conducted another market survey to get data on the fuel economy and maintenance costs of all the cars he was contemplating buying, in order to make a more informed decision.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note** No  
**LUMS No.** 05-727-2006-1

**VOICE FOR THE POOR Rahman Z, Qureshi Z I**

The main issue in this case pertains to the imperatives set by an outside consultant towards human resource management. The CEO realized the urgency of implementing these changes, as it was necessary to demonstrate growth and efficient utilization of resources to the donor. Hence, the case also highlights the transformation of a grass root Community Based Organization into a non-profit organization which required up-scaling. Sarmad Ali, the CEO, faced the dilemma of introducing new policies at the risk of disenchanting the existing managers and possibly causing a conflict amongst the human resource of the organization.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note** Yes  
**LUMS No.** 05-734-2006-1

**AURAT FOUNDATION (A): STRUCTURAL REORGANIZATION 1995-2003**  
**Chundan M, Butt A N**

This case covers Aurat Publication and Information Service Foundation, a national level NGO established in 1986, which works for women's empowerment through offices in the federal and provincial capitals of Pakistan. In 1995, Aurat Foundation began to transform itself from a small to a medium sized organization with an increasing employee body, national level projects, and an expanding geographical outreach. However, Aurat Foundation was not able to adapt its operational systems to this organizational growth. This case looks at how Nigar Ahmed, Executive Director Aurat Foundation, after facing organizational problems for a number of years due to the growth in the size of the organization, called in a consultant to prepare an LFA for structural reorganization. The views of three parties – Aurat Foundation staff, the Chief Executive Aurat Foundation, and Marion Mueller, are presented with regards to the changes in Aurat Foundation

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note** No  
**LUMS No.** 05-706-2005-1

**AURAT FOUNDATION (B): THE IMPLEMENTATION PROCESS 2003-2004**  
**Chundan M, Butt A N**

After growing into a medium level NGO Aurat Publication and Information Service Foundation, a leading NGO in Pakistan for the empowerment of women, attempts structural reorganization. This case study consists of the views of three main parties on the issue of structural reorganization: Marion Mueller, Consultant, Nigar Ahmed (Chief Executive of Aurat Foundation and the staff of the Foundation. The case looks at results of the measures suggested by Marion Mueller for the structural reorganization of APISF in 2003. It captures the views of Nigar Ahmed and the Foundation staff about the implementation of the structural reorganization during the year 2003-2004.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note** No  
**LUMS No.** 05-707-2005-1

**ORANGI CHARITABLE TRUST**  
**Afghan N**

This case is designed for an Organizational Behaviour course for MBA classes. It can also be used in the NGO Management courses offered by SEDP. The students would be able to explore the strategy of an NGO that expands its operations through local agents and would be able to assess the merits of and obstacles to various NGO growth options.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note** Yes  
**LUMS No.** 05-709-2005-1

**DASTKAARI AT KASHF FOUNDATION (A)**  
**Hussain N, Tirmizi S A**

Kashf was set up in 1996 as Pakistan's first microfinance organization, providing microfinance services solely to women. While working with women in villages, Kashf's staff felt the need to provide employment opportunities for women other than those already available to them. Thus, Kashf's Enterprise Development Department (Dastkaari) came into being. Dastkaari's work methodology was based on the Workstation-Centre Model of Arong Bangladesh, operated through a network of six workstations situated in different villages and one production centre located along the Lahore-Kasur Road. This case focuses on challenges that Kashf was facing in effectively managing the Dastkaari programme. To make the programme effective and sustainable Kashf's management was considering options of expansion versus consolidation in its enterprise development activities.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note** Yes  
**LUMS No.** 05-722-2005-1

**DASTKAARI AT KASHF FOUNDATION (B)**  
**Hussain N, Tirmizi S A**

Kashf was set up in 1996 as Pakistan's first microfinance organization, providing microfinance services solely to women. While working with women in villages, Kashf's staff felt the need to provide employment opportunities for women other than those already available to them. Thus, Kashf's Enterprise Development Department (Dastkaari) came into being. Dastkaari's work methodology was based on the Workstation-Centre Model of Arong Bangladesh, operated through a network of six workstations situated in different villages and one production centre located along the Lahore-Kasur Road. This case focuses on challenges that Kashf was facing in effectively managing the Dastkaari programme. To make the programme effective and sustainable Kashf's management was considering options of expansion versus consolidation in its enterprise development activities.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note** Yes  
**LUMS No.** 05-723-2005-1

**SELECTION AT DESCON**  
**Afghan N**

Altaf Baig, Head of the Projects Division, needed a site manager for a prestigious pipeline project in southern Pakistan. The Head of the Human Resource Department, Sabeeh Faruqi and Shahid Luqman, Deputy, HR Department, identified several competent engineers for the position with the help of the DESCON Human Resource Information Systems (HRIS). On March 1, 2002 Altaf Baig was looking at several CVs in his office, trying to decide how to proceed further in order to select the best candidate for the job well before the March 15, 2002 deadline.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** Yes  
**LUMS No.:** 05-699-2004-1

#### **PRIMARY EDUCATION: CURRENT STATE AND REPLICABLE MODELS (A)**

The note on Primary Education in Pakistan basically sets the stage for evaluating the problems faced by Public Primary Education in Pakistan. After highlighting the problems, the note discusses the models of education operating in the NGO sector. Specifically, it can be used as a learning vehicle to sensitize participants about the challenges of primary education in Pakistan and about different models in use. This note can be taught in a Training of Managers of Non-Profits or in an optional course on NGOs in MBA or Development Studies Program. The core concepts include cost of education, non-profit models, evaluation of primary education models, and replicability of models. Note B can be used to assess the viability of the proposed model from the viewpoint of replicability.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** No  
**LUMS No.:** 05-703-2004-2

#### **PRIMARY EDUCATION: CURRENT STATE AND REPLICABLE MODELS (B)**

**Qureshi Z I**

The note on Primary Education in Pakistan basically sets the stage for evaluating the problems faced by Public Primary Education in Pakistan. After highlighting the problems, the note discusses the models of education operating in the NGO sector. Specifically, it can be used as a learning vehicle to sensitize participants about the challenges of primary education in Pakistan and about different models in use. This note can be taught in a Training of Managers of Non-Profits or in an optional course on NGOs in MBA or Development Studies Program. The core concepts include cost of education, non-profit models, evaluation of primary education models, and replicability of models. Note B can be used to assess the viability of the proposed model from the viewpoint of replicability.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** No  
**LUMS No.:** 05-704-2004-2

#### **PAKISTAN HOME ECONOMICS ASSOCIATION**

**Majid F, Butt A N**

The case is about Pakistan Home Economics Association (PHEA), the alumni association of the College of Home Economics, Lahore. PHEA works independently as an NGO. The President and the Vice-President of PHEA find that board members, as well as ordinary members, have an apathetic attitude towards the association and its activities. Members are dissatisfied with what the association has to offer to them and they are reluctant to pay their membership dues, or to devote time and effort. Having spent several years with PHEA in different capacities, the President and Vice President are well aware of the internal and external weaknesses and strengths of the association and are keen to make a success of the association.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** Yes  
**LUMS No.:** 05-708-2004-1

#### **NON FORMAL BASIC EDUCATION SCHOOLS PROJECT: THE CASE OF BALOCHISTAN**

**Usman K M, Bari F**

Mr. Khan the Director Social Welfare Department, Government of Balochistan threatened to close down the project schools in Balochistan unless the quarterly funds were released immediately. The head of Monitoring and Evaluation Department, Khawaja Usman, who was also the head of the Finance and Accounts Department at the Prime Minister's Literacy Commission, was reluctant to release the funds in view of evidence that funds were being misappropriated on a large scale in Balochistan. The bench marks and the parameters of the educational project launched at the national

level were determined behind closed doors. This resulted in misunderstandings at the implementation levels. The project, involving many players and stakeholders was in jeopardy in Balochistan and decisions had to be taken keeping in mind the multiple implications involved in a national level exercise.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** Yes  
**LUMS No.:** 05-710-2004-1

**ISLAMIC RELIEF**  
**Malik J, Bari F**

Islamic Relief is working in an area which is in a perpetual state of emergency, near the line of control in Kashmir. It involves a high risk even in times of peace. The government departments are unable or unwilling to provide services in the area. Should an NGO be working there? Does commitment to delivery of needed services, on the part of the NGO also imply that the employees will have to put themselves in situations of high risk to deliver services? Is there any reason that NGO commitment to delivery in disaster areas should be larger than that of the government of the area? At one level the case can facilitate a more philosophical discussion about the role of NGOs. At another level the discussion can be about the operational concerns: Should the project continue? If so, in what form? How can the project be redesigned to facilitate delivery, while ensuring that loss of life and property is minimized.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** Yes  
**LUMS No.:** 05-711-2004-1

**PRSP: COMMUNITY GIRLS PRIMARY SCHOOL**  
**Dogar M N, Bari F**

In January 2002, Umar, Coordinator Community Schools was told by a member of the school Village Education Committee that he was going to close the PRSP School in view of the rude behaviour of the school's landowner. He estimated that shifting the school to another location would take almost one month and the annual examinations were only three months away. The community would have to recruit a new teacher and spend on teacher training, but the students might refuse to accept any other teacher. The community would also have to generate Rs 60,000 to shift the school. Moreover, the present landowner had warned that shifting the school without his permission would lead to a disastrous situation. Umar wondered what he should do under the circumstances.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** Yes  
**LUMS No.:** 05-712-2004-1

**MANAGING RETENTION AT SUDHAAR, PAKISTAN**  
**Jabeen N, Qureshi Z I**

The case describes the dilemma faced by Khawaja Hassan, CEO of Sudhaar regarding the departure of his Project Manager for the second time in two years. He is now faced with solving two problems: to find an immediate replacement for the Project Manager to complete the project on time; and second to frame a long term retention strategy of his staff to avoid any negative impact on the performance of his organization. Sudhaar was working to eradicate child labour in Pakistan through education. In order to achieve the project's objectives it had become imperative to develop systematic policies for employee training and development so that the turnover could be reduced.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** Yes  
**LUMS No.:** 05-717-2004-1

**THE PERFORMANCE DILEMMA AT BEHBUD ASSOCIATION, KARACHI**  
**Aziz A, Qureshi Z I**

The new President of the Behbud Association realizes the need to make changes in the organization to improve its ability to serve its beneficiaries more efficiently while at the same time facing the challenges of capacity to manage

growth. She is constrained by the time at her disposal as well as the nature of her organization, a volunteers-driven organization. While the organization had been through an internal review which had underscored the need to professionalize and change certain systems, she was unsure of the course she needed to follow.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** Yes  
**LUMS No.:** 05-718-2004-1

### **THE DISPUTE AT RASTI** **Sardar F, Qureshi Z I**

The founding members of Rasti, an organization aimed at raising awareness about children's rights are caught in a squabble. Rufi, a senior member, has to resolve the quarrel in order to save a project funded by Save the Children Fund (SCF), and also to protect the image of his organization. Irfan, the Project Coordinator, had resigned from his position when asked to improve his attitude that was adversely affecting the implementation of the project. After he left, certain financial irregularities came to the fore and the Project Accountant, Lisa blamed Irfan. Rufi wants to recall Irfan to handle the problems since he himself does not feel competent to run the SCF project. He also wants to terminate the services of the Project Accountant Lisa. Shumaila, another Coordinator, does not agree with him. Rufi is caught in this triangular dispute and is wondering about the approach he should adopt to save the credibility of Rasti.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** Yes  
**LUMS No.:** 05-719-2004-1

### **NAI ZINDAGI: THE SUSTAINABILITY CHALLENGE** **Qureshi Z I**

The case relates to the challenges faced by Nai Zindagi, an organization that was engaged in the provision of services for Drugs Harm Reduction Program. After 9/11 the organization ran into financial difficulties due to a cut in available funding from international donors. The General Secretary of the organization had been asked by the President to present different options for mobilizing funds with concrete recommendations to the Board by the end of March 2004.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** Yes  
**LUMS No.:** 05-725-2004-1

### **WORLDWIDE FUND FOR NATURE-PAKISTAN: STRATEGIC REVIEW** **Khan S, Qureshi Z I**

Worldwide Fund for Nature-Pakistan (WWF-P) the largest conservation organization in the country went through a management review in 1994 to assess its strengths and weaknesses with a view to develop capacity to manage expansion effectively. The review highlighted a number of issues that needed the attention of the newly appointed Chief Executive. WWF-P received a substantial increase in its project funding from international sources during 1999-2000. While the organization had been growing over the past five years in a steady fashion, this enhanced funding raised issues of organizational capacity to effectively utilize enhanced funding. The strategic intent, organizational systems and infrastructure had also come under pressure necessitating changes in different areas.

The case highlights key organizational factors that have a bearing on capacity development and then discusses how to undertake a total system restructuring to support and manage growth. Another objective could be to assess the balance between formalism and informalism when an organization grows. The issue of distribution of power between the Board and the CEO may also be debated. The need for putting in place a formal system of CEO succession planning could also be highlighted. The case can either be used as a vehicle to develop the skills to design a change program or to implement a change initiative.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** Yes  
**LUMS No.:** 05-694-2003-1

## **RERAFTING IUCN - ASIA REGIONAL ORGANIZATION**

### **Qureshi Z I**

This case describes IUCN Asia Region's rapid growth in various countries as well as within the region. This growth put pressure on the existing organization structure and its capacity to manage growth in an effective fashion. The Asia Regional Director (RD) realized that to manage this rapid growth, reorganization of the Region had become imperative. The RD felt the need to seek outside assistance to generate options for the reorganization of the Region. Towards this end she hired the services of two consultants who were asked to analyse the current situation and propose some plausible options for reorganizing the Region. The consultants handed in their proposals during May 2002 for discussion at a meeting in Bangkok. This meeting led to the creation of three Task Forces to tackle the contentious issues surrounding the Country Programs, Regional Thematic Programs and the Corporate Services. The RD told the three Task Forces that she would like to implement the reorganization by December 2002.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** Yes  
**LUMS No.:** 05-695-2003-1

## **OUTSOURCING AT FATIMA MEMORIAL**

### **Qureshi Z I**

In July 2001, Dr. Qureshi, Additional Chairperson, Executive Committee (ACEC) of Fatima Memorial Hospital (FMH) located in Lahore, was listening to the Executive Director's (ED) weekly operational performance report. This included sharing the latest report of the Medical Social Officer (MSO) regarding the views of the patients and staff members about the standards of cleanliness after the outsourcing of janitorial services. The ACEC was committed to maintaining the highest standards of cleanliness at the hospital, but he was not convinced that this was only possible through the regular staff at the hospital. When the ACEC had taken the decision to outsource this service, the ED and his deputy had not been very enthusiastic about the same; the staff employed for the janitorial work was also opposed to changing the status quo. In the wake of various reports, the ACEC had to decide now if this outsourcing experiment had been successful or not, and if he should outsource the laundry services or maintain them as in house.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** No  
**LUMS No.:** 05-696-2003-1

## **HUMAN RESOURCE FOUNDATION AT KASHF FOUNDATION (A)**

### **Tirmizi S A, Rehman M**

This case focuses on some of the main HR issues and challenges faced by Ayesha Hassan, the new Human Resource Manager at Kashf, Pakistan's first microfinance organization providing services exclusively to women. The case illustrates the effective use of strategic HRM (SHRM) and its link with organizational strategy.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** Yes  
**LUMS No.:** 05-693-2002-1

## **NETSOL INC.**

### **Aqeel S T**

The case is prepared to introduce the participants to different team building related issues within a software development and other project based organization in Pakistan. The case focuses on team building and team dynamics and relevant HR practices within the organization and is best suited for the following; For MBA classes:

The case will enable the students to be aware of current HR related issues in the software development organizations in particular and project based work in general, and how the HR practices effect overall teamwork in the organization. For Executive Development Programmes: The case will help the executives from software development and project based organizations to share their ideas and brainstorm for effective solutions for the issues discussed in the case.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note** No  
**LUMS No.** 05-698-2002-1

**FATIMA MEMORIAL HOSPITAL: PSA TURNAROUND**  
**Agha S, Qureshi Z I**

Fatima Memorial Hospital (FMH) was established as the first Trust Charitable Hospital in Lahore, Pakistan for women and children. It soon expanded to a multi-disciplinary General Hospital, catering to the needs of men, women and children. In recent years, FMH had experienced a decline in patients and an increase in financial costs. Zulfiqar Ansari, the ACEC of FMH was asked to address two problems: the overall decline of the number of patients and the increase in the deficit of FMH. While Zulfiqar Ansari was worried about the current performance of FMH, the Executive Committee of the Hospital was pressuring him to open new clinics in the areas of Cardiology and Neurology. As he was debating whether to focus on opening new Clinical Areas, or expend his energies to design a turnaround strategy for the hospital, the Paediatric Service Area (PSA) caught his attention. He saw that the comparative performance of this area over the last three years had declined significantly. The declining performance of the PSA posed a major threat to the financial performance of the Hospital and was of serious concern to the top management. Due to the importance of the PSA, Zulfiqar Ansari (ACEC) decided to concentrate on turning around the PSA and a taskforce was established to deal with this Service Area on a priority basis.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** Yes  
**LUMS No.:** 05-724-2002-1

**MANAGEMENT APPRAISAL AT ATTOCK REFINERY LIMITED (A)**  
**Tirmizi S A, Imtiaz F**

In early 1999, the management of Attock Refinery Ltd. (ARL) was considering a number of issues pertaining to its Management Appraisal System. The system was criticized for its subjectivity, inadequacy to differentiate between high performances and low performances, and weak linkage to the organization's compensation system and strategy. Mr. Adil Khattak, Assistant General Manager Human Resources and his team in this HR department must take steps to address these concerns and at the same time consider the implications of a changing business environment.

The (A) case highlights Mr Adil Khattak's major concerns in early 1999 and describes the existing Management Appraisal System at ARL. The case also introduces the company background and history, changes in its external environment, and ARL's new strategy. It outlines a number of issues in the existing system and ends with a summary of challenges that Mr. Khattak should soon meet. The (B) case presents the new appraisals system that was developed by the HR department of ARL in order to address the issues and concerns pertaining to the existing system and ARL's new challenges.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** Yes  
**LUMS No.:** 05-690-2000-1

**MANAGEMENT APPRAISAL AT ATTOCK REFINERY LIMITED (B)**  
**Tirmizi S A, Imtiaz F**

In early 1999, the management of Attock Refinery Ltd. (ARL) was considering a number of issues pertaining to its Management Appraisal System. The system was criticised for its subjectivity, inadequacy to differentiate between high performances and low performances, and weak linkage to organisation's compensation system and strategy. Mr. Adil Khattak, Assistant General Manager Human Resources and his team in this HR department must take steps to address these concerns and at the same time consider the implications of changing business environment.

The (A) case highlights Mr Adil Khattak's major concerns in early 1999 and describes the existing Management Appraisal System at ARL. The case also introduces the company background and history, changes in its external environment, and ARL's new strategy. It outlines a number of issues in the existing system and ends with a summary of challenges that Mr. Khattak should soon meet. The (B) case presents the new appraisals system that was developed by the HR department of ARL in order to address the issues and concerns pertaining to the existing system and ARL's new challenges.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** Yes  
**LUMS No.:** 05-691-2000-1

**PERFORMANCE APPRAISAL AT ICI (PAKISTAN) LIMITED (B)**  
**Qureshi Z I**

This case provides a sequel to case A (LUMS No: 05-246-87-1)

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** No  
**LUMS No.:** 05-247-96-1

**PERFORMANCE APPRAISAL AT ICI (PAKISTAN) LIMITED (C)**  
**Qureshi Z I**

This case provides a sequel to cases A and B (LUMS Numbers 05-246-87-1 and 05-247-96-1).

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** No  
**LUMS No.:** 05-248-96-1

**PERFORMANCE APPRAISAL AT ICI (PAKISTAN) LIMITED (D)**  
**Qureshi Z I**

This case provides a sequel to cases A, B and C (LUMS Numbers: 05-246-87-1, 05-247-96-1 and 051-248-96-1).

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** No  
**LUMS No.** 05-249-96-1

**GULF INSURANCE CO LTD: MANAGEMENT CHALLENGES AFTER THE TAKEOVER**  
**Qureshi Z I, Yousaf S**

The case describes the takeover of an insurance company in 1991, and the management challenges the MD/CEO were confronted with five years after the takeover. It also gives a background of the insurance industry in Pakistan.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** Yes  
**LUMS No.:** 05-625-96-1

**BITUMAT GROUP; GROWTH & HUMAN RESOURCE (HR) CHALLENGES**  
**Qureshi Z I, Khan F R**

This case discusses the managerial issues that a multibusiness organization, Bitumat Group, had to deal with in managing its present and future business growth. It entails the issues in designing organization structure, developing job descriptions, high employee turnover especially of expat workers, and transparency in reward systems.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note** Yes  
**LUMS No.** 05-598-95-1

**PERSONNEL MANAGEMENT- AMMAR TEXTILE (B)**  
**Qureshi Z I**

This case presents a sequel to case (A) LUMS No. 05-255-88-1. Despite repeated requests by the Managing Director of Ammar Textiles, the newly hired Personnel Manager was unable to design rewards system performance management and was also unable to maintain effective workers - management relations. He was finally asked to quit like his predecessor.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note** No  
**LUMS No.** 05-466-93-1

**DESCON ENGINEERING (PVT) LIMITED**  
**Qureshi Z I**

This case presents the situation of a growing engineering company. Descon had moved from a centralized organizational structure towards decentralization. The Managing Director had to plug any loopholes in the company strategy, perhaps even re-evaluate its utility and benefits.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note** Yes  
**LUMS No.** 05-192-92-1

**PEPSI COLA PAKISTAN INCORPORATION; THE BUSINESS MISSION**  
**Qureshi Z I**

This case can be used in a module on managing change. The question is how the Area Vice President should go about selling his business mission to his managers and bottlers. Should he simply convey his mission to his managers, or should he enter into proper dialogue and be prepared to modify his mission?

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note** Yes  
**LUMS No.** 05-380-92-1

**THE MUSLIM INSURANCE COMPANY LTD: CORPORATE CULTURE & PERFORMANCE**  
**Qureshi Z I**

The case presents an interesting account of the challenges faced by a new Chief Executive. He had to a) make his managers accept and implement his new business approach, b) devise a strategy to curb disobedience on the part of some senior managers, and c) instil a positive attitude among employees with regard to accepting the new norms of the company.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note** Yes  
**LUMS No.** 05-381-92-1

**MEDIPAK LIMITED-(B)**  
**Qureshi Z I**

This case provides a sequel to case (A) LUMS No. 05-265-89-1.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** No  
**LUMS No.:** 05-382-92-1

**RAUF GROUP: LAHORE SECTION-MANAGEMENT**  
**Qureshi Z I, Zahid M**

The case presents the dilemma faced by the Director of Rauf Group: Lahore Section who had enrolled in a rigorous MBA programme and was worried about the fate of his recently introduced procurement and purchase plan, while he ran the firm in absentia.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note** Yes  
**LUMS No.** 05-437-92-1

**ATLAS GROUP: ORGANIZATION DEVELOPMENT (A)**  
**Qureshi Z I**

This case addresses the challenges faced by a rapidly growing organization. The Chairman felt that radical restructuring in the organization's design and culture might be required to adapt to the changes. The case provides students an understanding of the inherent requisites of growth.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note** No  
**LUMS No.** 05-283-91-1

**ATLAS GROUP: ORGANIZATION DEVELOPMENT (B)**  
**Qureshi Z I**

This case provides an interesting sequel to case (A) LUMS No. 05-284-91-1. The changes in the organizational structure whereby individual units had been given a certain degree of autonomy had given rise to a demand for absolute autonomy. The management felt that this was opposed to the overall effectiveness of the group. The group Chairman again had to make a crucial decision.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note** No  
**LUMS No.** 05-284-91-1

**SALEEM AHMAD**  
**Khan W M**

This case has been written to highlight the various problems that await any graduate as he/she embarks upon a job search. Since it is based upon the actual experience of a LUMS graduate, it should serve as a powerful reminder of the kind of preparation that is a necessary part of a successful job search.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note** Yes  
**LUMS No.** 05-379-91-1

**SINDH PAPERS LIMITED: HUMAN RESOURCE MANAGEMENT**  
**Qureshi Z I**

The case encompasses a number of career management issues. Some of these are recruitment, promotion, location, performance appraisal and salary structure. Students are asked to evaluate the different policies and systems prevalent at the company.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note** Yes  
**LUMS No.** 05-278-90-1

**THE SAAD DILEMMA**  
**Qureshi Z I, Malik T Y**

The case presents an interesting scenario where personal beliefs and background gave rise to friction that affected interpersonal relations. Students in a study group were involved in a discussion on women that got out of hand. The case has been designed to generate discussion on such issues as maintaining a balance between personal beliefs, and professional and organizational culture.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note** Yes  
**LUMS No.** 05-280-90-1

**CONTINENTAL TOBACCO COMPANY: FRONTIER TOWN PLANT (A)**  
**Qureshi Z I**

The case deals with one of the thorniest issues in labour-management relations; collective bargaining. It also brings out the difficulties in choosing a collective bargaining agent when a company has more than one union. Students are asked to discuss the various power tactics.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note** Yes  
**LUMS No.** 05-263-89-1

**CONTINENTAL TOBACCO COMPANY: FRONTIER TOWN PLANT (B)**  
**Qureshi Z I**

This case presents a sequel to case (A) LUMS No. 05-263-89-1.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note** No  
**LUMS No.** 05-264-89-1

**MEDIPAK LIMITED**  
**Qureshi Z I**

The case highlights the problems that a General Manager may face during the start-up phase of a medium sized company. It may be used to discuss issues relating to the design and implementation of a salary/reward system in a new as well as an established company. More specifically, the concepts of internal and external equity and salary as a motivating factor in retaining employees can be analysed.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note** Yes  
**LUMS No.** 05-265-89-1

**EXXON CHEMICALS PAKISTAN LIMITED- THE ATTRITION PROBLEM**  
**Qureshi Z I**

The HR Manager at Exxon examined the causes of attrition of the managerial staff over the past five years. The case allows an analysis of the different factors leading to turnover problems and the concurrent pressure upon recruitment operations, and supervisory staff in training and developing new entrants. Students are asked to suggest remedial measures, and to evaluate the job location and job rotation policy of the company.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note** Yes  
**LUMS No.** 05-266-89-1

**SHAKARGANJ MILLS LIMITED- WORKERS STRIKE (A)**  
**Qureshi Z I, Sharif H L**

This case deals with a labour dispute over the payment of bonus that had resulted in a strike in the midst of the production season. The case serves as a useful vehicle to focus on a number of issues concerning labour- management disputes. It provides an opportunity to analyse how ambiguity in collective agreements can cause disruptions in the smooth functioning of labour-management relations.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note** Yes  
**LUMS No.** 05-273-89-1

**PERSONNEL MANAGEMENT AT AMMAR TEXTILES (A)**  
**Qureshi Z I, Turner A N**

The case describes the situation of a growing private sector firm where the size of the workforce had grown enormously. The Chief Executive found it difficult to maintain personal contact with everyone. It was generally felt that a Personnel Department needed to be established and run on professional lines. Therefore, the management wanted to appoint a Personnel Manager. Students are asked to identify the major functional responsibilities of the Personnel Department at Ammar and to evaluate two candidates who had applied for the post.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note** Yes  
**LUMS No.** 05-255-88-1

**MANAGEMENT APPRAISAL AT PAKISTAN TOBACCO COMPANY**  
**Qureshi Z I**

This case has been designed as an exercise in the evaluation of the merits and demerits of the "Open Disclosure System" at PTC. The appraisal of the Manager Accounts is taken as a case in point to assess the weaknesses of the system. Important issues that may be brought out in the discussion include the reasoning behind conveying a superior's appraisal to the employee and the inter-personal conflicts that may arise due to that.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note:** No  
**LUMS No.:** 05-261-88-1

**A NOTE ON THE LEGAL FRAMEWORK OF LABOUR-MANAGEMENT RELATIONS IN PAKISTAN**  
**Sharif H**

This note describes the laws relating to trade unions and resolution of industrial disputes.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note** No  
**LUMS No.** 05-389-88-2

**INVESTMENT BANK LIMITED (A)**  
**Qureshi Z I**

In the wake of a complaint by the Chamber of Commerce, the President, Investment Bank, considered overhauling the long-drawn and tedious processing of loan applications. The case has been designed to make the students understand the shortfalls and relevance of over-centralization.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note** No  
**LUMS No.** 05-057-87-1

**ICI (PAKISTAN) MANUFACTURERS LIMITED: POLYESTER WORKS**  
**Qureshi Z I & Rashid S**

The case presents a classic example of the dicey nature of labour-management relations. Labour sentiments at ICI had taken the form of processions, threats to the management personnel and even rumours of setting the plant ablaze. The Director had to decide whether to treat the issue aggressively and dismiss the more prominent subversive labour members, or negotiate. The case allows an analysis of the role of timely cooperation and bargaining.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note** No  
**LUMS No.** 05-140-87-1

**INVESTMENT BANK LIMITED (B)**  
**Qureshi Z I**

The case deals with one of the fundamental problems in an organization; employee dissatisfaction at the neglect of merit and objectivity in career planning and advancement. The problem was more pronounced in the management cadre at Investment Bank. This case is to be read in conjunction with the core case: Investment Bank Limited, LUMS No: 12-001-87-1.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note** No  
**LUMS No.** 05-156-87-1

**PAK EQUIPMENT COMPANY**  
**Qureshi Z I, Rashid S**

The case presents an interesting scenario, where the Director PEC, Dr Hussain had to decide whether or not to succumb to family pressure and forward a financial guarantee of Rs 2.5 million from the sister company, Pak Writing Instrument Company. In view of his reservations of the management capabilities at PEC, Dr Hussain, was in an unenviable position.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note** No  
**LUMS No.** 05-179-87-1

**PAK WRITING INSTRUMENT COMPANY**  
**Qureshi Z I, Rashid S**

The Chief Executive, PWC had developed a long-term plan for his company that entailed an assessment of the existing organizational structure. Concurrently, he was also evaluating whether or not his own personal management style would link in with the future demands of his business. The case presents a good example of relating business strategy with organizational structure.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note** No  
**LUMS No.** 05-180-87-1

**PAKISTAN SWITCHGEAR LIMITED**  
**Qureshi Z I & Rashid S**

The new Managing Director at PSL had the Herculean task of trying to salvage the company's reputation in the market in the face of an expected loss of Rs 5 million. He also had to try and develop a new management team that could meet future challenges. The case presents the organizational climate and financial statements of the company in detail.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note** No  
**LUMS No.** 05-191-87-1

**HUMAN RESOURCES AT ICI (PAKISTAN) LIMITED**  
**Qureshi Z I**

Javed Malik, General Manager, Central Personnel Department at ICI, had to suggest measures to improve the organization's Management Trainees Programme. The case gives a comprehensive account of how one of the leading multinational firms in the country set about evaluating, inducting, training and finally placing young talent.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note** No  
**LUMS No** 05-217-87-1

**ALI AHMAD Erskine  
J A, Rashid S**

This case describes the dilemma faced by a service engineer, with a speciality in angiography, who had been offered a managerial position that meant transfer of residence to another city, and a complete change of responsibilities. The choice for him was even more difficult at this crossroads in his career even though he knew that as an engineer he was almost at the top rung.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note** No  
**LUMS No.** 05-227-87-1

**GHEE CORPORATION OF PAKISTAN (A)  
Qureshi Z I**

The case presents an interesting scenario, where the CEO of an organization decided to leave. The second-in-command at GCP was faced with the unenviable task of trying to handle company morale and policy making when the Chairman called it quits.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note** No  
**LUMS No.** 05-230-87-1

**GHEE CORPORATION OF PAKISTAN (B)  
Qureshi Z I**

This case provides a sequel to case A (LUMS No: 05-230-87-1).

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note** No  
**LUMS No.** 05-231-87-1

**PAK DEVELOPMENT COMPANY  
Qureshi Z I**

The company which was established in 1972, by a group of Punjab University graduates, to disseminate management knowledge, had halted operations due to a conflict between its two major partners. Haider Nazir, Director PDC, debated on how to resolve this conflict with his business partner and quickly get the business moving again.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note** No  
**LUMS No.** 05-242-87-1

**ICI (PAKISTAN) MANUFACTURERS LTD: THE POLYESTER WORKS  
Qureshi Z I, Rashid S**

Failing to get government support, in March 1984, Bazl A Khan, Director and General Manager, Polyester Business area, was faced with the decision to take disciplinary action against the trouble-causing union members, who had organized processions and threatened the management personnel.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note** No  
**LUMS No.** 05-243-87-1

**TECHNOCRATS**  
**Rashid D**

The case presents the rather unconventional style of management of an architect-cum-construction contractor. Mohammed Farooq, Managing Director and sole owner of Technocrats contemplated setting up a factory of pre-fabricated houses. The case which narrates Farooq's struggle as a daring entrepreneur may be used in an Entrepreneurship module as well.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note** No  
**LUMS No.** 05-244-87-1

**GLAXO LABORATORIES (PAKISTAN) LIMITED**  
**Erskine J A, Niazi Z**

The production manager at Glaxo had to formulate a negotiation strategy in order to convince the Worker's Federation that their demand for a two hour reduction in the working week system could not be complied with. Students are asked to devise a negotiation strategy in the light of the information provided on the company's past labour contracts.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note** No  
**LUMS No.** 05-245-87-1

**PERFORMANCE APPRAISAL AT ICI (PAKISTAN) LIMITED (A)**  
**Qureshi Z I**

This case has been designed to introduce students to the evolutionary nature of appraisal systems and the importance of updating them. The case traces the history and evolution of appraisal systems at a multinational company.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note** No  
**LUMS No.** 05-246-87-1

**SOHAIL AHMAD**  
**Qureshi Z I, Omar F**

A recently promoted junior manager at a fertilizer factory faced relationship problems with his immediate superior. He had to decide whether he should cultivate a sponsor, in this case the manager of the factory, and/or go into open confrontation. The case provides an interesting example of interpersonal skills and problems.

**Subject:** Human Resource Management/Organizational Behaviour  
**Teaching Note** No  
**LUMS No.** 05-139-86-1

## QUANTITATIVE METHODS

### PIA CHECK-IN COUNTERS QUEUING PROBLEM

Rana A I, Dard R A

The case deals with the problem of long queues at the check-in counters of PIA at Lahore airport. It explores the possibility of developing a mathematical model to help manage the queuing system better. Hameed, an Assistant Professor used data collected through the Passengers' Manifest for four flights from 10 am to 12:45 pm on September 13, 1998, to develop a model to find the optimal number of servers at the check-in counters at Lahore airport.

**Subject:** Quantitative Methods  
**Teaching Note:** Yes  
**LUMS No.:** 06-282-2002-1

### THE LUMS TELEPHONE EXCHANGE PROBLEM

Rana A I, Dard R A

Muhammad Ashraf, General Manager Finance and Administration, Lahore University of Management Sciences, was getting increasing complaints that telephone calls were not being attended by operators. Data on the operator service times for different calls, and call arrival pattern is given. At the surface the problem seemed to be that of not enough servers (or inefficient servers). However, mathematical analysis using spreadsheets showed that the problem lay somewhere else.

**Subject:** Quantitative Methods  
**Teaching Note:** Yes  
**LUMS No.:** 06-283-2002-1

### ALI'S DIET DILEMMA

Rana A I, Dard R A

Ali's first meal at the newly opened McDonald's in Gulberg was particularly pleasant because it reminded him of his student days in the US. He wondered if he could order a meal that would be nutritionally balanced as well as reasonably priced. On reaching home Ali transferred data that he had downloaded from the web on to a spreadsheet and started looking for an economic and balanced meal.

**Subject:** Quantitative Methods  
**Teaching Note:** Yes  
**LUMS No.:** 06-284-2002-1

### DEVELOPMENT SYSTEMS (A) (R)

Rana A I, Faruque M O

This is the revised version of the case, Development Systems (A) LUMS No: 06-223-96-1 written by Usman Babar and Arif I Rana.

**Subject:** Quantitative Methods  
**Teaching Note:** Yes  
**LUMS No.:** 06-223-98-1

### DEVELOPMENT SYSTEMS (A)

Rana A I, Babar U

An MBA graduate of LUMS was considering starting his own business of constructing residential homes. The industry was very cost competitive. The returns in the industry (if the right product was delivered) was close to the rate of inflation in the country. Thus, in real terms the profits were almost zero. However, the graduate believed that he could make money by catering to a certain market niche, and completing projects in less than six months. The basic issue

in the case is project planning; using arrow diagramming technique and CPM.

**Subject:** Quantitative Methods  
**Teaching Note:** Yes  
**LUMS No.:** 06-223-96-1

### **HABIB JUTE: THE PRODUCTION MIX PROBLEM**

**Rana A I**

The case deals with developing a linear programming model to determine the optimal product mix for a mill involved with the spinning and weaving of jute products. The case can be used to introduce linear constraints, interpret LP output, as well as generate a discussion for the appropriate use of linear programming in the face of unavailability of accurate data.

**Subject:** Quantitative Methods  
**Teaching Note:** Yes  
**LUMS No.:** 06-205-94-1

### **QUALITY CONTROL AT ICI POLYESTER**

**Nasim A, Sultan M**

The case outlines the quality control programme followed by the ICI Polyester Works at Sheikhpura. It discusses the procedure used to test one particular aspect of the final product, Terelyne polyester fibre. The case has been designed to illustrate an application of the Central Limit Theorem, and introduce students to the importance of quality control.

**Subject:** Quantitative Methods  
**Teaching Note:** Yes  
**LUMS No.:** 06-159-90-1

### **NATURAL FEEDS (PVT) LIMITED**

**Hassan S Z, Sultan M**

This case about a Natural Feeds producer of various types of chicken feed, reintroduces Linear Programme (LP) formulations. The case addresses the issues involved in the use of LP for determining the optimum composition of a product to minimize the cost of raw materials. It provides an understanding of the importance of using experience and qualitative measures in conjunction with a quantitative approach such as LP. The case may be used to highlight the Management issues when a new business is started with little or no background knowledge of the area.

**Subject:** Quantitative Methods  
**Teaching Note:** Yes  
**LUMS No.:** 06-118-89-1

### **ALPHA BUILDERS LIMITED**

**Sipra N**

A construction firm, Alpha Builders, from which Rs 2.6 million had been embezzled, had been levied back taxes worth Rs 3.6 million, and owed Rs 1.8 million to creditors. The company coffers were virtually empty. Qureshi, the Managing Director had to decide whether to attempt to save the company from imminent bankruptcy, or to quit and start anew. This case may be used in a module on Decision Tree analysis. It also presents the company's background and its current situation to allow an analysis of the different options available.

**Subject:** Quantitative Methods  
**Teaching Note:** Yes  
**LUMS No.:** 06-119-89-1

### **MACHINE CRAFTS: THE TRANSPORTATION PROBLEM**

**Khan J H, Hafeez A**

The Assistant Production Manager of MC had to develop a minimum cost-production inventory plan for manufacturing three different machine parts over the next four months. The case includes information on variable production cost per unit, production capacity, and estimates for the four months.

**Subject:** Quantitative Methods

**Teaching Note:** No

**LUMS No.:** 06-040-87-1

### **MACHINE CRAFTS: THE ASSIGNMENT PROBLEM**

**Khan J H, Hafeez A**

The Assistant Production Manager of MC had to devise a scheduling plan which would minimize the total cost incurred in the production of four different machine parts. There were five machines available on which each of these parts could be made. The whole order for each part had to be manufactured on one machine only and could not be distributed among different machines because of the high set-up costs involved.

**Subject:** Quantitative Methods

**Teaching Note:** No

**LUMS No.:** 06-041-87-1

### **FRESCO JUICES: ESTABLISHMENT OF A FRUIT CONCENTRATE PLANT**

**Khan J H, Hafeez A**

The Director Planning at Fresco had to schedule and coordinate the establishment of a fruit concentrate plant that had been approved by the company's Board of Directors. He had to determine the most conducive strategy with regards to sequencing, and time and cost estimation for the completion of the plant.

**Subject:** Quantitative Methods

**Teaching Note:** No

**LUMS No.:** 06-069-87-1

### **MILLAT TRACTORS LIMITED (A)**

**Khan J H, Hafeez A**

Millat Tractors was a state-owned enterprise manufacturing Massey Ferguson tractors. Owing to increasing demand, the company was exploring the possibility of increasing its production capacity. The assistant to the General Manager Marketing had been assigned the task of making a preliminary analysis of the market in order to develop a three-year forecast of the demand of Massey Ferguson tractors. The case gives a summary of the tractor industry in Pakistan and its dynamics.

**Subject:** Quantitative Methods

**Teaching Note:** No

**LUMS No.:** 06-080-87-1

### **GLAXO LABORATORIES (PAK) LIMITED: QUALITY ASSURANCE**

**Ersine J A, Sultan M**

Glaxo's product quality monitoring schedule was based on statistical testing procedures for samples taken randomly from each batch of manufactured products. Fateh Khan, a senior executive officer of the quality control department at the company, had to evaluate the production performance of the last phase of the Quality Assurance Programme for health food drinks. He chose the health drink SIP and evaluated its performance through an analysis of the records of the standard scheduled checks.

**Subject:** Quantitative Methods

**Teaching Note:** No

**LUMS No.:** 06-160-87-1

## **A NOTE ON SOLVING THE ASSIGNMENT PROBLEM BY MICROCOMPUTER**

**Khan J H, Hafeez A**

This case presents a special type of linear programming problem in which 'n' items are to be assigned among 'n' receivers, one item to a receiver, such that the total return resulting from the assignment is optimized. The question is how should the tasks be allocated to each person in order to minimize the total person-hours?

**Subject:** Quantitative Methods

**Teaching Note:** No

**LUMS No.:** 06-068-86-2

## **FRESCO JUICES: PLANNING**

**Khan J H, Hafeez A**

The Director Planning at Fresco had to project the level of demand for fruit juices in Pakistan during various periods of the year. This would be used to set production levels. The data given includes fruit juice consumption in relation to total soft drink consumption in Pakistan and area-wise consumption of soft drinks over the past three years.

**Subject:** Quantitative Methods

**Teaching Note:** No

**LUMS No.:** 06-086-86-1

## BUSINESS POLICY

### LAHORE WOVEN GARMENTS CONSORTIUM (LGC)

Ghani J, Fayyaz A

In October 2005, Jawwad Chaudhry, Director Musterhaft and Chairman LGC, was reflecting upon the performance benefits and sustainability of the Lahore Garments Consortium (LGC) Guarantee Limited. LGC consisted of eight woven garment manufacturers and exporters. The CEOs of Musterhaft and Cotton Web were two particularly active members of LGC. Members of the consortium benefitted from joint purchases, joint skill development and joint marketing. Variations in the size of the firms in terms of number of machines, employees, product quality and target markets were some of the factors influencing the ability to develop consensus and a shared vision among consortium members.

**Subject:** Business Policy  
**Teaching Note** No  
**LUMS No.** 08-297-2007-1

### REHAI WELFARE ORGANIZATION: LIBERATING JUVENILE PRISONERS

Siddique O

Rehai is a small, self-sustaining local NGO, which has over the last few years provided free education and vocational training to juvenile prisoners at certain jails in the Punjab. The problem of juvenile delinquency in Pakistan is a very complex and multi-dimensional phenomenon. Rehai finds the existing penal and judicial system highly inadequate and the governmental and social attitudes grievously inattentive to the predicament of juvenile prisoners. Rehai, therefore, is highly interested in further growth of its activities to better fill the void thus existing. It is exploring the possibility of either extending its current services to other jails or of making a contribution in the hitherto highly neglected areas of provision of free legal aid to and/or post-release rehabilitation of juvenile delinquents. The organization very much realizes that its current funding patterns, experience and human resources are inadequate for any meaningful growth in the latter mentioned areas. Meanwhile, it has, in the past few months received some offers for a possible merger and/or joint collaboration from other organizations working in the area of children's rights. Rehai is trying to decide what kind of growth it wants to pursue and at the same time looking at the pros and cons of remaining independent vis-à-vis merging or collaborating with another organization.

**Subject:** Business Policy  
**Teaching Note** Yes  
**LUMS No.** 08-381-2003-1

### PACKAGES AND MISUBISHI-INTERNATIONAL JOINT VENTURE NEGOTIATIONS

Azhar W, Hyat H

This case covers the course of negotiations between Packages Ltd and Mitsubishi Corporation for forming a joint venture to produce Biaxially Oriented Polypropylene (BOPP). The purpose of the talks was to formulate a comprehensive joint venture agreement between Packages and Mitsubishi Corp and settle on a price for machinery to be purchased from Mitsubishi Heavy Industries (MHI).

**Subject:** Business Policy  
**Teaching Note** Yes  
**LUMS No.** 08-296-2001-1

### STYLES & TRENDS: STRATEGIC CHOICES

Khan W M, Riaz A

This case follows events from the germination of an entrepreneurial venture by three LUMS graduates to the time that they actually set up a stitching unit. It gives personality profiles of the three partners and the market analysis, and allows students to evaluate the entrepreneurs and the opportunity that led them to start the venture.

**Subject:** Business Policy  
**Teaching Note** No  
**LUMS No.** 08-380-99-1

## **A NOTE ON THE LOCAL SUPPLIERS TO THE TRACTOR INDUSTRY IN PAKISTAN**

**Amir I, Khan S**

This note provides an overview of the tractor component manufacturing industry in Pakistan. The topics covered include: industry growth, size and geographical location, efficiency, buyer-seller relationship, fiscal and operational support, problems and future prospects.

**Subject:** Business Policy  
**Teaching Note** No  
**LUMS No.** 08-300-95-2

## **A NOTE ON THE PAKISTANI LEATHER TANNING INDUSTRY 1993**

**Ghani J, Amir I**

This is a particularly interesting narrative note on the leather tanning industry in Pakistan, complete with historical development, technology and processes, infrastructure, and the global market. It is useful as a background brief or research tool.

**Subject:** Business Policy  
**Teaching Note** No  
**LUMS No.** 08-297-94-2

## **RENNICK GARMENTS**

**Ghani J, Drake J**

The case deals with production operation decisions which a new and small apparel export unit faced. The main issue was how the management would allocate plant capacity to the different types of products it could manufacture, keeping in mind the profitability and the long-term growth of the plant. The case also provides insight into different issues which an apparel exporter faces when exporting his product.

**Subject:** Business Policy  
**Teaching Note** Yes  
**LUMS No.** 08-294-94-1

## **A NOTE ON THE PAKISTAN KNITWEAR INDUSTRY**

**Ghani J, Carmon J**

The note gives a detailed, description of the knitwear industry in Pakistan, complete with a global history and step by step process description for the lay reader. There is a data dump of information, export figures, geographical segments, investment figures in millions of rupees, and a comparison by integrated versus specialized knitting units. This note examines the textile industry as a whole, including those issues relevant to the knitwear industry.

**Subject:** Business Policy  
**Teaching Note** No  
**LUMS No.** 08-295-94-2

## **MILKPAK Well**

**T, Haque E U**

This is an abridged version of the case Milkpak A, LUMS No. 08-022-87-1 and A Note on Traditional Milk Distribution, LUMS No. 08-067-86-2.

**Subject:** Business Policy  
**Teaching Note** No  
**LUMS No.** 08-279-93-1

## **THE PRIME SERVICE GROUP OF COMPANIES**

**Ali I, Riaz A**

One year after the death of Saeed Khan -the Chairman of PSGC- his four sons assessed the business and tried to formulate future strategies for organization and restructuring of the group's equity and management. The group comprised three companies, with a fourth in the early stages of implementation. The brothers had ambitious plans; they wanted to double the number of companies constituting the group in the next four to five years. This case traces the tumultuous history of the group, spanning many divisions and disagreements from the time of its inception as Service Industries Limited - a history the brothers were wary of and did not want repeated.

**Subject:** Business Policy  
**Teaching Note** No  
**LUMS No.** 08-255-91-1

## **THE PAKISTANI TEA INDUSTRY**

**Ali I, Riaz A**

The case includes a detailed comparison of the key players in the tea industry in Pakistan. It gives a report on the scientific research being carried out in developing indigenous varieties of tea and the import policies of the government as regards this fourth largest item on the country's import list. The case also focuses on the characteristics of tea growing areas, and provides a sketch of the world tea industry.

**Subject:** Business Policy  
**Teaching Note** Yes  
**LUMS No.** 08-257-91-1

## **SHEZAN INTERNATIONAL (PVT) LIMITED**

**Feltone E**

The newly promoted Marketing Director of one of the oldest and largest companies in the fruit juice industry had to devise a strategy to meet the challenge of rapidly growing competition. Information is given in the case about the environment and the return of Shezan's operations to allow an analysis of the situation and develop a strategic plan.

**Subject:** Business Policy  
**Teaching Note** No  
**LUMS No.** 08-117-88-1

## **MILKPAK (A)**

**Wells L T, Haque E U**

Ali group of companies had successfully test-marketed sterilized packaged milk in Lahore, where a traditional milk distribution system dominated. The Chairman had to decide whether or not to make a huge investment based on test marketing results. Issues discussed include market size, consumer behaviour and financial risk.

**Subject:** Business Policy  
**Teaching Note** No  
**LUMS No.** 08-022-87-1

## **A NOTE ON TRADITIONAL MILK DISTRIBUTION IN URBAN PAKISTAN**

**Wells L T & Haque E U**

This note gives the details of the traditional milk distribution system in urban Pakistan. It outlines consumer behaviour and relations among distribution channel members. A video on milk distribution is available with the note. This note may be taught in conjunction with the case Milkpak - A, LUMS No. 09-022-87-1. See Milkpak, LUMS No. 08-279-93-1 for an abridged version of the note and case A together.

**Subject:** Business Policy  
**Teaching Note** No  
**LUMS No.** 08-067-87-2

**FAMILY RELATIONS AT LAHORE PAINT AND PAINT SUPPLIERS**  
**Well L T, Salorio E**

The case provides an interesting insight into a peculiar aspect of the corporate culture in Pakistan: familial links. LPPS had to decide on a distributor for ink, and the Chairman, a graduate of the Harvard Business School's Advanced Management Program wondered if the selection of an employee's relative as distributor could be a potential problem for the company.

**Subject:** Business Policy  
**Teaching Note** No  
**LUMS No.** 08-074-87-1

**SELECTING A NEW MANAGER AT MILKPAK**  
**Wells L T, Salorio E**

Syed Babar Ali, the Chairman and Managing Director of the first milk processing and distribution firm in Pakistan was looking for a new Managing Director for Milkpak. He had the option of inducting Nawazish Khatak from his major business holding, Packages, or promoting his nephew Yawar Ali, currently Commercial Manager at Milkpak. The case gives an interesting insight into the setting up of a pioneer company and its corporate culture. It may be taught along with the Note on Traditional Milk Distribution in Pakistan, LUMS No. 08-067-87-2, and Milkpak A, LUMS No. 09-022-87-1 as a module.

**Subject:** Business Policy  
**Teaching Note** No  
**LUMS No.** 08-075-87-1

**A NOTE ON THE FRUIT PROCESSING INDUSTRY**  
**Valhne J E, Omar F**

This note gives an overview of the fruit processing industry, outlining the meagre progress the industry has made due to lack of proper incentives from the government, high packaging costs, relatively inelastic supply and ineffective cold storage. It also gives a brief account of the means of procurement of raw materials, and marketing and distribution channels.

**Subject:** Business Policy  
**Teaching Note** No  
**LUMS No.** 08-137-87-1

**SYSTEMS LIMITED (A)**  
**Hamid J**

This case describes the plight of a small computer software company. As with many small companies, there is substantial information to allow for analysis of strengths and weaknesses of the company, but little on market size and competition. Students will therefore have difficulty evaluating strategic alterations. A fairly sophisticated analysis of valuation of stock, market segmentation, market research techniques, and competitive strategy is possible.

**Subject:** Business Policy  
**Teaching Note** Yes  
**LUMS No.** 08-168-87-1

**BELAL AHMAD AND AMMAR TEXTILES LIMITED (A)**  
**Vahlne J E, Dogar F**

The case presents Ammar's daring manufacturing strategy. The company's dynamic Managing Director and sole owner had an audacious vision as per the growth of the company, but he might have forgotten the accompanying increase of costs. The annual reports and data of costs made it clear that profitability had been extremely low. Control and accounting systems had not been developed in parallel with operations. The case provides students with an

opportunity to evaluate Ammar's strategy and its implementation during the first year.

**Subject:** Business Policy  
**Teaching Note** No  
**LUMS No.** 08-170-87-1

### **ORIENT MATCH COMPANY**

**Vahlne J E**

This case describes the situation of the match industry in Pakistan in 1986. All manufacturers experienced low profitability, and Orient even though the largest company in the industry, was no exception. The case allows an analysis of the reasons behind the generally low profitability. Students are required to design a strategy for an increase in Orient's profitability. Most of the suggestions would concern the industry structure.

**Subject:** Business Policy  
**Teaching Note** No  
**LUMS No.** 08-202-87-1

### **BELAL AHMAD AND AMMAR TEXTILES LIMITED (B)**

**Vahlne J E**

This case provides a sequel to case A, (LUMS No. 08-170-87-1) and the difficulties Belal Ahmed faced in trying to implement the strategy chalked out in the earlier case. Issues to be discussed include how to deal with customers and labour in a turnaround situation.

**Subject:** Business Policy  
**Teaching Note** No  
**LUMS No.** 08-208-87-1

### **A NOTE ON INDUSTRIES CONSTITUTING TEXTILE SECTOR OF PAKISTAN**

**Vahlne J E, Nordstrom K A, Dogar F**

This note gives an account of, and examines the structural problems the Pakistani textile sector was facing in 1986. Due to its importance to Pakistan's economy, the textile industry was a constant subject of debate and held great interest for the government.

**Subject:** Business Policy  
**Teaching Note** Yes  
**LUMS No.** 08-169-86-2

### **EVERYWEAR LIMITED Vahlne J**

**E, Nordstrom K A, Dogar F**

Mr Modrus, Chief Executive Everywear Ltd, was asked by the management of the parent company to evaluate Everywear's avenues of expansion and to define the best strategy for future expansion. Expansion could be planned for Everywear's current export operation or the Company could opt to establish itself in the Pakistani market. The case should be read with A Note on the Bed Linen Industry LUMS No. 08-213-86-2.

**Subject:** Business Policy  
**Teaching Note** No  
**LUMS No.** 08-212-86-1

### **A NOTE ON THE BED LINEN INDUSTRY**

**Vahlne J E, Nordstrom K A, Dogar F**

This note describes the bed linen industry: the different relative products, production processes, cost structure, marketing and distribution channels in the domestic and export markets, and supplying industries and surmises a future

outlook. The note has been designed to initiate discussion on industry characteristics, government policies and individual company strategy.

**Subject:** Business Policy  
**Teaching Note** No  
**LUMS No.** 08-213-86-2

## MANAGEMENT COMMUNICATIONS

### AN INTRODUCTION TO PAKISTAN'S LEGAL SYSTEM

**Qazilbash A**

This note has been developed for the training of parliamentarians under USAID-ASP Programme. It will help them understand the Pakistani legal system. It starts off by giving highlights from the pre-partition period and goes on to explain the current legal system in Pakistan - the superior and the subordinate judiciary. The major teaching objectives are as follows:

- To explain the legal system of Pakistan with regard to the judicial hierarchy-explaining the apex court in the beginning and the lower courts later (the concepts of superior and subordinate judiciary).
- To guide the parliamentarians through the powers and jurisdictions assigned to the courts by the Constitution of Pakistan.
- To highlight and discuss the issues regarding the power of the judiciary to amend the Constitution of Pakistan 1973.

**Subject:** Management Communications  
**Teaching Note** Yes  
**LUMS No.** 10-009-2014-2

### THE TRICHOTOMY OF POWER

**Qazilbash A**

This note guides the reader through the concept of "separation of powers", within the three organs of the state; the executive, legislative and judiciary. Examples of the US, UK and Pakistan are given to help explain this concept. It gives a brief history of the development of the theory, followed by how each country has dealt with different challenges faced in implementing this concept. This note has been written for teaching a module on the trichotomy of power at the executive level. The major teaching objectives are given below:

1. This note helps parliamentarians understand the development of the doctrine through different stages of human history, up until modern times.
2. This note re-introduces the concept of how the executive, legislature and judiciary function and interact with one another.
3. This note introduces parliamentarians to the concepts of, "Basic Structure Doctrine" and "Supremacy of Law", with examples from the Pakistani constitution and application in case law.
4. This note discusses the concept of a "Federation" and how the 18th Amendment has brought about a federal form of government in Pakistan. It also discusses how the levels of parliament and the President act as the "Majlis-e-Shoora".

**Subject:** Management Communications  
**Teaching Note** Yes  
**LUMS No.** 10-1009-2014-2

### MEDIA AS A TOOL OF TRANSPARENCY

**Hussain T**

This case provided a detailed background of the perceptions and feelings of the three main protagonists – Ejaz Khan, Naveed Shinwari and Deyryl Shenydan – on how best to monitor projects. While they shared the objective of achieving more transparency, their approaches to achieve that differed significantly. This case also highlighted the clashes that took place within the intra organisational decision making process e.g. Ejaz's concerns regarding proposed changes as opposed to Naveed's flexibility. Another important aspect was the role and control of foreign donors in local projects, and the struggle to maintain implicit trust between all partners involved.

**Subject:** Management Communications  
**Teaching Note** Yes  
**LUMS No.** 09-054-2015-1

### BELAL AHMED: COMMUNICATING WITH AMMAR MANAGEMENT

**Khan W M**

The case is intended to let students analyse the communication style and content of a Chief Executive Officer of a high growth organization that had a substantial middle management presence. Students can also evaluate the use of such communications in promoting organizational culture.

**Subject:** Management Communications  
**Teaching Note** Yes  
**LUMS No.** 09-053-98-1

**QURESHI DAIRY FARMS**  
**Ali I, Hasan N**

The case deals with the lack of viability of an entrepreneurial project and the entrepreneur's effort to renegotiate loan terms with his major creditor, the Agricultural Development Bank of Pakistan. It allows students to explore possible communication options in addressing the problems of QDF.

**Subject:** Management Communications  
**Teaching Note** Yes  
**LUMS No.** 09-035-89-1

**BRIGHT PAINTS**  
**Ali I, Hasan N**

Owing to a delay in operations, a large customer order for paints was delayed. A strategy had to be developed to communicate the delay to the customer. Issues raised are related to ineffective communication between the Operations and Marketing departments of the firm. The communication channel was lateral; the mode was of both verbal interface and written communication.

**Subject:** Management Communications  
**Teaching Note** Yes  
**LUMS No.** 09-036-89-1

**THE BIG BITE: A COSTLY TRANSACTION**  
**Ali S**

This case allows an analysis of the problems of interpersonal communication, using misapprehension between a patient and a dentist as an example. The case objective is to establish which services should be communicated orally and which in writing.

**Subject:** Management Communications  
**Teaching Note** No  
**LUMS No.** 09-029-87-1

**THE WONDERFUL OPPORTUNITY**  
**Ali I**

This case depicts a typical communication tangle in Pakistan, where one person starts proceedings on a conference between foreign delegates and a provincial Chief Minister on the impetus and verbal assurance of an official who does not deliver.

**Subject:** Management Communications  
**Teaching Note** No  
**LUMS No.** 09-030-87-1

**AN EMBARRASSMENT OF RICHES**  
**Ali I, Hasan N**

An exercise in delineating elements of written communication, the case presents a Personnel Manager's classification of job applicants into three groups. She now has to devise letters to express prompt acceptance, conditional acceptance, rejection with express-interest, and rejection with referral. The case focuses on the three significant aspects of communication; appropriateness, clarification of desires, and motivation.

**Subject:** Management Communications  
**Teaching Note** No  
**LUMS No.** 09-031-87-1

## **PLANNING THE REPORT**

**Ali I**

An aspiring programme coordinator at a tuition centre planned a promotional campaign at the centre in a bid to impress the management group with his business and marketing acumen. The task before the student was to decide what information he should collect for the report, and the issues he should focus on.

**Subject:** Management Communications  
**Teaching Note** No  
**LUMS No.** 09-032-87-1

## **THE DILEMMA: LENGTH VERSUS FORMAT**

**Ali I**

A personnel consultant prepared a memorandum to be submitted to a firm facing hard times due to low employee morale and efficiency. The case allows students to discern essential from non-essential ideas and devise an effective communication strategy.

**Subject:** Management Communications  
**Teaching Note** No  
**LUMS No.** 09-033-87-1

## LAW

### FORENSIC LAWS

Shah S

The note covers various aspects of fraud and forensic accounting in Pakistan. The first section commences by introducing the reader to the types and categories of fraud committed against different stakeholders in a company. The second section expounds on the different legal regimes and laws regulating financial crimes in Pakistan. The note then moves on to discuss the relevant regulatory bodies, which oversee and administer forensic accounting and financial malpractice in Pakistan. The next section of the note deals with the procedures of the investigation of financial crimes in the organisations and regulatory bodies discussed in the preceding section. The regulatory bodies perform the function of oversight, investigation and limited judicial supervision. The last section examines the deficiencies within the law and its application pertaining to forensic accounting. It also discusses how the promulgation of a specific piece of legislation wholly focusing on forensic accounting from all perspectives would lead to greater clarity within the law and promote applicability of the laws in the most constructive ways. The note concludes by highlighting the importance of fostering and strengthening forensic accounting in Pakistan, a course of action which will not only curb corrupt practices in a commercial setting but also address structural social problems. This in turn will promote sustainable economic, commercial and social development in Pakistan.

**Subject:** Law  
**Teaching Note:** No  
**LUMS No.:** 10-002-2015-2

### THEORY OF HUMAN RIGHTS AND THEIR PROTECTION UNDER THE CONSTITUTION OF PAKISTAN

Qazilbash A

The key focus of this note is the Chapter on Fundamental Rights enshrined in the Constitution of Pakistan. The note seeks to reiterate the importance of these rights amongst the parliamentarians of Pakistan. In light of the various international human rights treaties ratified by Pakistan, the note attempts to demonstrate the embodiment of international human rights in the fundamental rights guaranteed by the Constitution of Pakistan. Additionally, it also highlights the significance of the Principles of Policy mentioned in the Constitution of Pakistan.

**Subject** Law  
**Teaching Note** Yes  
**LUMS No.:** 10-001-2015-2

### AN INTRODUCTION TO PAKISTAN'S LEGAL SYSTEM

Qazilbash A

This note has been developed for the training of parliamentarians under USAID-ASP Programme. It will help them understand the Pakistani legal system. It starts off by giving highlights from the pre-partition period and goes on to explain the current legal system in Pakistan - the superior and the subordinate judiciary. The major teaching objectives are as follows: - To explain the legal system of Pakistan with regard to the judicial hierarchy-explaining the apex court in the beginning and the lower courts later (the concepts of superior and subordinate judiciary). - To guide the parliamentarians through the powers and jurisdictions assigned to the courts by the Constitution of Pakistan. - To highlight and discuss the issues regarding the power of the judiciary to amend the Constitution of Pakistan 1973.

**Subject** Law  
**Teaching Note** Yes  
**LUMS No.:** 10-009-2014-2

### THE TRICHOTOMY OF POWER

Qazilbash A

This note guides the reader through the concept of "separation of powers", within the three organs of the state; the executive, legislative and judiciary. Examples of the US, UK and Pakistan are given to help explain this concept.

It gives a brief history of the development of the theory, followed by how each country has dealt with different challenges faced in implementing this concept. This note has been written for teaching a module on the trichotomy of power at the executive level. The major teaching objectives are given below: 1. This note helps parliamentarians understand the development of the doctrine through different stages of human history, up until modern times. 2. This note re-introduces the concept of how the executive, legislature and judiciary function and interact with one another. 3. This note introduces parliamentarians to the concepts of, 'Basic Structure Doctrine' and 'Supremacy of Law', with examples from the Pakistani constitution and application in case law 4. This note discusses the concept of a 'Federation' and how the 18th Amendment has brought about a federal form of government in Pakistan. It also discusses how the levels of parliament and the President act as the 'Majlis-e-Shoora'.

**Subject** Law  
**Teaching Note** Yes  
**LUMS No.:** 10-1009-2014-2

### **CONTEXTUALISING ADMINISTRATIVE AND FISCAL DECENTRALISATION: THE 18TH CONSTITUTIONAL AMENDMENT**

**Rana A**

This paper is a detailed examination of the 18th Amendment, particularly of the devolution of powers and functions to the provincial governments. It is divided into six sections. Section 2 provides a brief history of federalism in Pakistan. It discusses key provisions from the 1935 Act, the Constitution of 1956 and the Constitution of 1962, that defined federal-provincial relations in Pakistan. Section 3 provides an overview of the 18th Amendment. It briefly examines the reduction of certain powers of the President, the new process for appointment of judges, provisions regarding political parties, addition to fundamental rights, formation of caretaker governments, etc. The enhanced role of the Council of Common Interests (CCI), abolition of the Concurrent List and changes to the Federal List and provisions regarding the National Finance Commission (NFC) are discussed in detail in Section 4. Section 5 examines the implementation challenge. Three sectors, viz. education, health and agriculture are selected to examine how far the Federal Government has transferred various functions to the Provincial Governments after the abolition of these ministries and in pursuance of the Amendment. Section six concludes the paper.

**Subject** Law  
**Teaching Note** No  
**LUMS No.** 10-007-2013-2

### **THE ROLE OF PARLIMENTARIANS IN THE POLICY MAKING PROCESS**

**Hassan A, Bashir M**

This note guides the reader through different elements and frameworks of the policymaking process, with examples, from Pakistan. It also highlights the importance of stakeholder involvement in public policymaking.

**Subject** Law  
**Teaching Note** Yes  
**LUMS No.** 10-008-2013-2

## MANAGERIAL ECONOMICS

### SUPPORT PRICE MECHANISM IN PAKISTAN

Shahid H, Shehzad CT

This note attempts to explore the concept of support price mechanism. Governments intervene through support price mechanisms in agrarian economies to create stability in the market. In Pakistan, major crops such as wheat, rice, and sugarcane contribute approximately 29 percent to the total value added of the agricultural sector and 6 percent of the total GDP. Therefore, the Government of Pakistan intervenes through a procurement price policy to ensure the production of these important crops. The procurement of output prices of the major cash crops including wheat, sugar cane, and rice are often fixed by the government. Other crops under the minimum support price program include cotton, pulses, oil seeds, potatoes, and onions. The Agriculture Policy Institute (API) is in charge of reviewing and suggesting the support price for the major crops.

**Subject:** Managerial Economics

**Teaching Note** Yes

**LUMS No.** 11-126-2015-2

### THE ECONOMIC FOUNDATIONS OF NEW PUBLIC MANAGEMENT PARADIGM

Azmat, S

The word 'New' has been a misnomer in economics where modified versions of older ideas are referred to as 'New'. The 'Neo-Classical Economics', 'New Keynesian Economics', 'New Institutional Economics' and others seem to be only partially revised versions of older doctrines. In a world where extremes have a tendency to fail, averages have become a norm. Many of these economic doctrines seem nothing more than the weighted averages of the alternatives they once rebuked. This note examines the economic foundation of New Public Management to see if there is anything 'New' about it or like many of its counterparts, it is imbued in an older doctrine. This note first analyses the history of economic thought to infer the relationship between the older 'truths' of economics and the beginning of New Public Management. It starts with examining Adam Smith's idea of the invisible hand followed by its leftist critique. The Classical response is then analysed along with the leftist rebuttal. The economic challenge of the great depression era is discussed followed by the emergence of Keynesian economics. The increasing economic role of the government and the emergence of the old public management paradigm is sought in Keynesian thought. The neo-classical critique of Keynesian economics is then captured laying the foundation for New Public Management. The note finally suggests that the New Public Management emphasis on privatisation, decentralisation, competition and outcome orientation has its roots in Neo-classical economics.

**Subject:** Managerial Economics

**Teaching Note** No

**LUMS No.** 11-124-2013-2

### A FRAMEWORK FOR ASSESSING PAKISTAN'S MACROECONOMIC CONDITIONS

Khan, S

Presently, managers, whether working in the public sector or in private businesses in Pakistan, require an informed, current and strategic perspective on the economic performance of the country. Understanding the state of the economy is only part of the story while using this information to forecast the future of the economy generally completes the tale. This is a challenging task, especially due to the unavailability of standard approaches and ways of synthesising and extracting insights from macroeconomic indicators. An understanding of macroeconomics is even more important since managers too often rely on ad hoc analyses that either miss or misinterpret vital economic information. Such a situation leads to uninformed and vague analyses that further leads to inconsistent or faulty policies. This note will help the public financial managers to identify, organise, and interpret key economic indicators of Pakistan. Before we discuss these economic indicators it is pertinent to develop a perspective on macroeconomics.

**Subject:** Managerial Economics

**Teaching Note** No

**LUMS No.** 11-125-2013-2

## **NOTE ON FISCAL DECENTRALIZATION**

**Hasan A, Bashir M**

The concept of Decentralization is broad based and has varying degrees of scope and implementation. A number of sources identify different types of decentralization according to the paradigmatic and empirical approaches of the authors. Broadly speaking, we can distribute these approaches into two categories, i.e. Geographical and Institutional. Institutional decentralization mainly deals with the distribution of public service delivery across public, private and non-profit organizations. This note focuses on geographical decentralization which occurs when functions of government are devolved to geographical sub-national units (states/provinces, cities/counties, etc.).

**Subject:** Managerial Economics  
**Teaching Note** No  
**LUMS No.** 11-123-2013-2

## **FOOTBALL EXPORTS AND QUALITY EXTERNALITY**

**Bari F**

Khalid Javed Zaka, the Chief Executive of Footsie Incorporated, a manufacturer of footballs for exports, had to decide how much to bid for an export order. This decision had to be made in a couple of hours and could not be delayed; otherwise the foreign buyer, on failing to receive a bid from him, would offer the order to someone else. The manufacture of footballs in Pakistan was almost exclusively centred in Sialkot and the demand for footballs came almost entirely from the international market. Moreover, the processes involved in football manufacture were carried out by skilled and cheap labour, and involved minimal capital equipment. Given the nature of the competition in the export of footballs from Pakistan, price was the main variable Khalid had to consider when deciding what figure to quote to the buyer.

**Subject:** Managerial Economics  
**Teaching Note** No  
**LUMS No.** 11-179-2001-1

## **HUSEIN SUGAR MILLS AND DEREGULATION OF PAKISTAN SUGAR INDUSTRY**

**Nasim A, Ali S M**

This case allows students to discuss the need of an import substitution policy, and the benefits and costs of such a policy. It provides discussion on the deregulation measures in the sugar industry and future prospects of the industry.

**Subject:** Managerial Economics  
**Teaching Note** Yes  
**LUMS No.** 11-119-90-1

## **THE FEDERAL BUDGET 1987-88**

**Hamid N, Qureshi U**

The Finance Minister was faced with the task of making politically acceptable and economically feasible alterations to the budget. The purpose of this case is to explain the methodology adopted by the Finance Department in presenting the budget statistics, and to suggest a few ways which may facilitate better comprehension of the federal budget. This case is to be read with the paper on the federal budget.

**Subject:** Managerial Economics  
**Teaching Note** No  
**LUMS No.** 11-120-90-1

## **A NOTE ON NATIONAL INCOME ACCOUNTS IN PAKISTAN**

**Nasim A, Qureshi U**

The basic questions addressed in this note are: What is GNP, nominal and real and what are the alternative ways in which GNP can be measured? How is it actually measured and reported in Pakistan's national income accounts?

**Subject:** Managerial Economics  
**Teaching Note** No  
**LUMS No.** 11-122-90-2

**TAX REFORM IN PAKISTAN AND THE GENERAL SALES TAX**  
**Nasim A, Ali S M**

This case provides an opportunity to study the historical evolution of the sales tax system in Pakistan. Students are able to analyse the GST or value added tax being proposed by the government and study its advantages and disadvantages.

**Subject:** Managerial Economics  
**Teaching Note** Yes  
**LUMS No.** 11-136-90-1

**HAMEDI EMBROIDERY MILLS (PVT) LIMITED**  
**Qureshi U**

This case is intended as the opening case for the second half of a Managerial Economics course, when students switch from a microeconomic to macroeconomic framework. While retaining the micro focus of an individual firm, the case highlights the impact of changing macroeconomic conditions on the firm's performance.

**Subject:** Managerial Economics  
**Teaching Note** Yes  
**LUMS No.** 11-117-89-1

**A NOTE ON THE DETERMINANTS OF PRIVATE CONSUMPTION**  
**Qureshi U**

This note provides a thorough analysis and understanding of private consumption, the largest component of Gross National Product (GNP).

**Subject:** Managerial Economics  
**Teaching Note** Yes  
**LUMS No.** 11-118-89-2

**A NOTE ON GROWTH AND INVESTMENT IN LSM IN PAKISTAN**  
**Hamid N, Haq T**

This note traces the growth of the large and medium scale manufacturing sector (LSM) through the decades. The roles of the government and the public and private sectors are discussed. The note also evaluates investment performance during the Fifth (1978-83) and Sixth (1983-88) Five Year Plans.

**Subject:** Managerial Economics  
**Teaching Note** No  
**LUMS No.** 11-012-87-1

**THE RISING DOLLAR & THE PAKISTANI RUPEE: MR QAZI'S DECISION**  
**Hamid N, Qureshi U**

The upward trend in the US dollar brought a concurrent rise in the Pakistani rupee against other currencies. The Governor, State Bank of Pakistan feared that if this trend continued it would reduce the competitiveness of Pakistani goods in international markets and hence would lead to a serious slowing-down of export growth in the economy. The case presents basic policy issues and the options available in such a scenario.

**Subject:** Managerial Economics  
**Teaching Note** No  
**LUMS No.** 11-070-87-1

## **AGRICULTURAL PRICING POLICIES IN PAKISTAN: WHAT PRICE WHEAT?**

**Haq T, Nasim A**

The Minister for Food and Agriculture had to make his recommendations for setting wheat procurement prices for the coming year. He had to present these to the Economic Coordination Committee, together with the requisite analysis as back-up.

**Subject:** Managerial Economics  
**Teaching Note** No  
**LUMS No.** 11-071-87-1

## **SPINZER CORPORATION (PVT) LIMITED**

**Qureshi U**

This case traces the impact of increased excise duty on a soft drink company. The Managing Director felt that the new duty would seriously limit his firm's ability to compete with foreign brand soft drinks.

**Subject:** Managerial Economics  
**Teaching Note** No  
**LUMS No.** 11-098-87-1

<b>CORE</b>
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**INVESTMENT BANK LIMITED (CORE)**  
**QURESHI Z I**

**Subject:** Core  
**Teaching Note** No  
**LUMS No.** 12-001-87-1

## AGRIBUSINESS

### AGRICULTURAL CREDIT IN PAKISTAN

**Naeem R, Ashfaq H, Seyyed F J, Shahzad C T**

The technical note on Agricultural Credit in Pakistan attempts to provide an overview of the agricultural credit situation in the country. Pakistan is an agricultural country and agriculture contributes 21.4 percent to Gross Domestic Product (GDP), employs 45 percent of the labour force and makes a major contribution to other sectors of the economy. The performance of the agricultural sector of Pakistan is poor as compared to developed countries due to lack of proper technology, techniques regarding crop management, availability of water, increase in production cost and inadequate supply of credit. A majority of the Pakistani farmers are subsistence farmers who are unable to use high quality seeds, fertilisers, and other inputs due to the non-availability of adequate credit which is one of the major reasons for low productivity in the agriculture sector. The technical note starts with an overview of the agricultural credit market in Pakistan including its historical background and the current status of agricultural credit in the overall economy along with a discussion of the regulatory framework established by the State Bank of Pakistan (SBP). In the latter sections, it covers the formal and informal sources of agricultural credit and discusses the breakdown of agricultural credit data, major impediments to growth in agricultural credit, and the key initiatives to increase flow of credit to the agricultural sector.

**Subject** Agribusiness  
**Teaching Note** Yes  
**LUMS No.:** 13-104-2015-2

### DAIRY FARMING AND DAIRY INDUSTRY IN PAKISTAN

**Ismail I, Shahid H, Danial S, Shahzad C T**

This note attempts to explore the dynamics of the global dairy industry. The World demand for dairy products is on the rise with the top 10 countries accounting for over 99% of world milk surplus volumes. The cases of India, USA, and Israel are reviewed, as India is the largest milk producer in the world followed by USA while Israel has the highest milk productivity for cows in the world. This note examines the efficiency of their milk collection models, veterinary services, disease control, and artificial insemination for production of superior breeds of cattle. Furthermore, the outlook of Pakistan's dairy industry is analysed tracing its weaknesses and the policies affecting the dairy sector. A review of the policies since independence shows that little effort has been made by the policy makers to improve the dairy sector of the economy. Hence, it is possible for Pakistan to learn from other countries and plug gaps for improvement to put its dairy sector in a competitive position.

**Subject** Agribusiness  
**Teaching Note** Yes  
**LUMS No.:** 13-100-2014-2

### HIGH VALUE HORTICULTURAL CROPS IN PAKISTAN - MANGOS, CITRUS AND VEGETABLES

**Rana A**

Pakistan has an agro-based economy. Agriculture contributes around 21% to Gross Domestic Product (GDP) annually, employs 45% of the total labour force and is the largest source of foreign exchange earnings (Ministry of Finance 2013). It has backward and forward linkages with the manufacturing sector, which thrives on agricultural raw materials and an effective demand for its goods and services. Out of about 5,000 industrial units in Pakistan, about 60% are agro-based (Pakistan Bureau of Statistics 2011). Of the various sub-sectors in agriculture, high value horticulture is emerging as a key future growth area for increasing income per unit of land (Nadeem 2010). This note focuses on mangos, citrus and vegetables, which are emerging as key drivers of growth in the horticulture sector. The first three sections discuss production challenges and market opportunities for mangos, citrus and vegetables, respectively. Up to date, data on production and area of each crop are presented to give an idea of their relative importance. A few reform areas are also identified in each case for the federal and provincial governments to support growth in this sub-sector. The last section concludes the note. This note has been written to be used as background reading to supplement the note 'Increasing Agricultural Productivity in Pakistan: Use of Improved Seeds' LUMS No: 13-102-2014-2. The Teaching Note of 'Increasing Agricultural Productivity' may be used for this note.

**Subject** Agribusiness  
**Teaching Note** Yes  
**LUMS No.:** 13-103-2014-2

### **INCREASING AGRICULTURAL PRODUCTIVITY IN PAKISTAN: USE OF IMPROVED SEEDS**

**Rana A**

This note will be used as background reading for the class sessions on agricultural development in Pakistan in two different programs. The first is the Level 2 undergraduate course i.e. Contemporary Social Policy Issues in Pakistan. In this course, students are systematically exposed to various social policy issues through (Pakistan-specific) background readings, class presentations and discussions. The second program is the 5-day training workshop that ASP-LUMS is planning to organise for a group of 35-40 newly elected members of the National Assembly of Pakistan. The training intends to give these parliamentarians a high-level view of several important areas, including agriculture in Pakistan. The note intends to do the following: • Provide basic information on agricultural production in Pakistan • Briefly discuss a few policy questions in the following areas: • Agricultural R&D • Intellectual Property Rights • Seed provision system • Extension advice.

**Subject** Agribusiness  
**Teaching Note** Yes  
**LUMS No.:** 13-102-2014-2

### **SEED PROVISION IN PAKISTAN: THE POLITICAL ECONOMY OF LEGISLATIVE AND INSTITUTIONAL REFORM**

**Rana A**

This note will be used as background reading for various ASP courses for senior public sector managers and parliamentarians. The objective is to highlight the importance of legislative reform in the seed sector and to provide sufficient background information on key areas in which reform is warranted. Towards this objective, the note describes the current seed provision system and key features of the existing as well as proposed legislation in particular procedures for variety approval and seed certification.

**Subject** Agribusiness  
**Teaching Note** Yes  
**LUMS No.:** 13-101-2014-2

### **EDIBLE OILS INDUSTRY IN PAKISTAN**

**Khalid H, Ali I**

This note provides an extensive overview of the structure, regulation, and market dynamics of the edible oils industry in Pakistan. It highlights the challenges facing the consumer, the producer, and the government, in the provision of basic and indispensable household foodstuff. The note should provide significant opportunity for students to consider the effectiveness of policy decisions that have been or should be implemented to meet these challenges.

**Subject** Agribusiness  
**Teaching Note** Yes  
**LUMS No.** 13-099-2005-1

### **A NOTE ON THE SEED BUSINESS IN PAKISTAN**

**Ali I, Ali S M**

This note focuses on the salient aspects of the seed industry in Pakistan, and on the role of major players involved in the seed business. It considers the role of the public sector in the regulation, production, processing and distribution of seeds. It discusses the growing role of the formal private sector, as well as the continuing entrenchment of the informal sector. The broader perspective of international experiences and reforms is also addressed, as well as the emerging debate on genetically modified organisms (GMOs).

**Subject** Agribusiness  
**Teaching Note** No  
**LUMS No.** 13-098-2004-2

## **AGA KHAN RURAL SUPPORT PROGRAMME**

**Vahlne J E, Haq T, Khan BA**

A team of LUMS interns had to make recommendations for the marketing department of the production-marketing chain at AKRSP, Gilgit. This case lists their findings and is intended to provide an analysis of the different options available.

**Subject** Agribusiness  
**Teaching Note** No  
**LUMS No.** 13-030-88-1

## **AGA KHAN RURAL SUPPORT PROGRAMME (AKRSP) – TECHNICAL NOTE**

**Vahlne J E**

This is a technical note to supplement the case LUMS No. 13-030-88-1.

**Subject** Agribusiness  
**Teaching Note** No  
**LUMS No.** 13-031-88-2

## **IMRAN AZHAR AND THE ADBP**

**Felton E L**

A comprehensive analysis of the fruit and vegetable industry in Pakistan is presented in this case which has been written to allow students an understanding of major factors taken into account while devising policy for an industry.

**Subject** Agribusiness  
**Teaching Note** No  
**LUMS No.** 13-001-87-1

## **SHALIMAR FRUIT JUICES LIMITED**

**Felton E L, Chaudhry S**

This case is a good example of feasibility analysis of a fruit juice company, and can be used as a study of the fruit industry.

**Subject** Agribusiness  
**Teaching Note** No  
**LUMS No.** 13-002-87-1

## BUSINESS HISTORY

### FAZALSONS (C)

Ali I

Fazalsons (C) and (D) are intended to follow on from Fazalsons (A) and (B), which were set in the late 1980s and early 1990s, but took up the developments of this firm from the mid-1970s. With the (C) and (D) parts now bringing the narrative to the mid-2000s, a record of the firm spanning a thirty year plus period is available. This will provide an intriguing insight into the entrepreneurial issues and interpersonal problems of this family firm, focusing on the interactions of the three brothers, Amir Fazal, Rahim Fazal and Rafi Fazal.

**Subject:** Business History  
**Teaching Note** Yes  
**LUMS No** 14-102-2008-1

### FAZALSONS (D)

Ali I

Fazalsons (C) and (D) are intended to follow on from Fazalsons (A) and (B), which were set in the late 1980s and early 1990s, but took up the developments of this firm from the mid-1970s. With the (C) and (D) parts now bringing the narrative to the mid-2000s, a record of the firm spanning a thirty year plus period is available. This will provide an intriguing insight into the entrepreneurial issues and interpersonal problems of this family firm, focusing on the interactions of the three brothers, Amir Fazal, Rahim Fazal and Rafi Fazal.

**Subject:** Business History  
**Teaching Note** Yes  
**LUMS No** 14-103-2008-1

### PAKISTAN DURING DEMOCRACY: 1988-1999

Khalid H, Ali I

The case is the fifth in a module of cases on Pakistan's political economy and business development. The four earlier cases dealt with the four previous distinct periods into which this discussion can be divided for Pakistan since 1947. The first case concerns the period from 1947 to 1958, or the period of civilian rule. The second is about the Ayub Khan era and military rule, from 1958 to 1969. The third case is about the Peoples Party government of Zulfikar Ali Bhutto, during the years 1970 to 1977. The fourth deals with the next period, the Zia years and military rule from 1977 to 1988. These five cases can be taught as a quite detailed exercise in country analysis, in this case of Pakistan. Each case can be taught in isolation for focused issues. Alternatively, they can be taught together in sequence, for analysis over a longer time frame, as a case study of a lesser developed country going through varied, and contrasting, phases in its political economy, and the trajectory of business development. Many themes run through these cases, enabling instructors and participants to compare and contrast national development strategies, sector-based policies, economic change, and the political and social dynamics of development, over a time span of half a century. Though inter-linked, each case is self-sufficient and autonomous in its discussion themes and analytical issues. An analysis of Pakistan's political economy, business development and business-government relations, falls quite neatly into the five distinct periods since 1947. Therefore this and the other cases can either be taught in sequence, as a module, or separately. The latter option would be relevant if teaching objectives concern particular dynamics of national strategy, such as early post-colonial economic planning and developments in business structure (the 1950s); industrial wealth concentration and authoritarianism (the 1960s); nationalization strategies and social agendas (the 1970s); and economic conservatism under dependent militarism (the 1980s). The current case, for the 1990s, represents the most recent phase. It illustrates the vagaries of planning, policy distortions and business malpractices, in a period of civilian regimes that follow upon military rule, whose influence they cannot entirely shake off, and to which they eventually succumb once more.

**Subject:** Business History  
**Teaching Note** Yes  
**LUMS No** 14-101-2004-1

### **PAKISTAN'S WHEAT TRADE UPDATE 1991**

**Ali I**

This case gives an interesting insight into the undeniable need of wheat as a staple diet of Pakistanis and the measures adopted by the Government of Pakistan to attain wheat self-sufficiency against the backdrop of rapidly growing population in the country.

**Subject:** Business History  
**Teaching Note** Yes  
**LUMS No.** 14-090-92-1

### **BHUTTO'S SOCIAL DEMOCRACY**

**Ali I, Bari F**

The case provides an insight into a very interesting period of Pakistan's history. It lists the indigenized form of socialism brought in by the Pakistan People's Party, and traces its era of power; the party's social reforms, the ouster of Bhutto and his eventual execution.

**Subject:** Business History  
**Teaching Note** Yes  
**LUMS No.** 14-091-92-1

### **THE ZIA YEARS: PAKISTAN'S POLITICAL ECONOMY**

**Ali I, Bari F**

This case completes the business history of Pakistan module for the HBD course. It gives the behaviour of different interest groups and the part they played in Bhutto's ouster, and their support to the Zia government.

**Subject:** Business History  
**Teaching Note** Yes  
**LUMS No** 14-092-92-1

### **FAZALSONS- B**

**Ali I, Bari F**

Apart from providing information on a new situation that Fazalsons faced in 1992, this case also gives information on how the 1987 crisis was handled.

**Subject:** Business History  
**Teaching Note** Yes  
**LUMS No.** 14-096-92-1

### **JAMAL AHMED**

**Ali I**

The case explores the various options open to an expatriate returning home after more than a decade abroad. Jamal Ahmed had to decide whether he should set up a computer consultancy firm or agri-marketing along large-scale organized lines. The case has been designed to introduce students to the concept of business development.

**Subject:** Business History  
**Teaching Note** No  
**LUMS No.** 14-007-87-1

## **ICI PAKISTAN MANUFACTURERS LTD: THE POLYESTER FIBRE PLANT**

**Ali I, Hasan N**

This case gives the background to the ICI plant, its manufacturing operations, history, and market update.

**Subject:** Business History  
**Teaching Note** No  
**LUMS No.** 14-011-87-1

## **BANKING IN PAKISTAN**

**Ali I, Hasan N**

Banking in Pakistan emerged from small beginnings. Prior to independence in 1947, non-Muslims largely dominated banking in the region that became Pakistan. Banking was in the hands especially of Hindus, and when they migrated to India in 1947, Pakistan was left with few banking services and skills. Only two Muslim-controlled scheduled banks were operational in Pakistan in 1947: the Habib and Australasia Banks. In addition, there were branches of 19 non-Indian foreign banks, which functioned mainly to service export trade in primary commodities.

**Subject:** Business History  
**Teaching Note** No  
**LUMS No** 14-039-87-2

## **FERTILIZER PRODUCTION IN THE PUBLIC SECTOR**

**Ali I, Hasan N**

This case illustrates the role of fertilizers in agrarian change, and the production of fertilizer under different regulatory bodies like the Pakistan Industrial Corporation, the Board of Industrial Management, and the National Fertilizer Corporation. The case has been designed to introduce students to the different government policies that govern the fertilizer industry.

**Subject:** Business History  
**Teaching Note** No  
**LUMS No.** 14-041-87-1

## **MEHREEN AHMED GROCERIES**

**Ali I, Hasan N**

The case highlights the dilemma faced by Pakistani migrants settled in the UK on returning to Pakistan and the opportunities they foresee back home.

**Subject:** Business History  
**Teaching Note** Yes  
**LUMS No.** 14-044-87-1

## **FAZALSONS**

**Ali I, Hasan N**

This case depicts the emotional and business pitfalls of a family venture. It is a good example of how family and business interests, when intertwined, can eventually lead to decisions that defy business acumen.

**Subject:** Business History  
**Teaching Note** No  
**LUMS No.** 14-077-87-1

## **TRENDS IN COMMERCIAL BANKING**

**Ali I, Hasan N, Sultan M**

As part of the module on banking, this case traces certain trends in banking in Pakistan through the use of selective data. It also provides an analysis of five nationalized commercial banks in Pakistan, based on material in the annual reports of these banks.

**Subject:** Business History

**Teaching Note** No

**LUMS No.** 14-078-87-1

## **THE KAGHAN VALLEY**

**Ali I, Sarmad C**

This case gives the history of ownership and tenancy arrangements in the Kaghan Valley during a period of turmoil due to deteriorating relations between landlords and tenants.

**Subject:** Business History

**Teaching Note** No

**LUMS No.** 14-079-87-1

## **EARLY GROWTH OF BUSINESS ENTERPRISE IN PAKISTAN: 1947-1958**

**Ali I, Zaman A**

This is the first in a series of cases that traces the history of the business sector in the country, and how government policies over the years have shaped the economic infrastructure through the private sector.

**Subject:** Business History

**Teaching Note** No

**LUMS No.** 14-080-87-1

## **THE WHEAT TRADE IN PAKISTAN**

**Ali I**

The case provides the history of the wheat trade in Pakistan. It outlines the different factors that affect the industry and gives an account of the government policies over the years.

**Subject:** Business History

**Teaching Note** No

**LUMS No.** 14-081-87-1

## **LAND ALIENATION IN THE PUNJAB**

**Ali I, Hasan N**

The case presents an interesting account of land alienation of the Indian Punjab in the late 19th century.

**Subject:** Business History

**Teaching Note** No

**LUMS No.** 14-082-87-1

## **PAKISTAN'S INDUSTRIAL DEVELOPMENT & BUSINESS ENTERPRISE: 1960S**

**Ali I, Zaman A**

This is the second case in a module of business history that traces the country's business development since the time of its inception. It gives the development strategy and business policy in the Ayub era.

**Subject:** Business History

**Teaching Note** No

**LUMS No.** 14-088-87-1

## CASE METHOD

### WRITTEN ANALYSIS OF CASES

Ali I

Written analyses of cases (WACs) is the basic unit of instruction in the MBA course. The note outlines the academic discipline required to write a WAC on the weekly basis. It guides the writer on the substance as well as the structure of the weekly assignment.

**Subject:** Case Method  
**Teaching Note** No  
**LUMS No.** 15-046-89-2

### AN IESC VE AT LUMS

Culliton J

The International Executive Service Corps (IESC) was a non-profit organization in USA that recruited retired executives and technical advisors to share their know-how and experience with enterprises in developing countries. The case states how LUMS in 1986, approached IESC to provide the school with services of an individual experienced in all aspects of cases at a business school. The IESC recommended Dr James L Culliton with over 50 years' experience with the case method, and the proposal was accepted by LUMS.

**Subject:** Case Method  
**Teaching Note** No  
**LUMS No.** 15-029-87-1

### PROPOSAL FOR RESEARCH AND CASE WRITING

Vahlne J E

This case outlines the modus operandi to be followed while collecting data and information for cases and studies. It provides guidelines in approaching analytical projects in a more systematized manner.

**Subject:** Case Method  
**Teaching Note** No  
**LUMS No.** 15-004-86-1

## **BUSINESS/GOVERNMENT/INTERNATIONAL ECONOMY**

### **THE QUEST FOR ENERGY IN PAKISTAN: THE INDUSTRY STRUCTURE IN PAKISTAN**

**Chaudhry A S**

The purpose of the industry note “Primary Energy in Pakistan: The Industry Structure and Pricing Policies” is to provide an introduction to the primary energy supplies in Pakistan. This note covers the industry structure, the main players in the energy industry and pricing policies in the upstream sector.

**Subject:** Business Govt./International Economy

**Teaching Note:** Yes

**LUMS No.:** 16-309-2016-2

### **PUNJAB EDUCATION FOUNDATION: GOVERNANCE STRUCTURE AND PROGRAM PORTFOLIO**

**Rana A**

This is a multipurpose note and can be used in several executive or regular courses in public management. It can be used as an example of supply-side and demand-side interventions to provide education to children from poor and marginalised communities. In particular, it can be used in the undergraduate course “Contemporary Social Policy Issues in Pakistan” while discussing various models of state intervention to improve enrolment and quality of education in Pakistan. Also, it can be used to demonstrate the importance of governance reform in state-supported social enterprises.

**Subject:** Business Govt./International Economy

**Teaching Note:** Yes

**LUMS No.:** 16-308-2015-2

### **PROVINCIAL TAXATION IN PAKISTAN**

**Bashir M**

This note provides a basic introduction to the system of tax administration in Pakistan. It identifies the various taxes collected in Pakistan at a provincial level and examines the processes used to administer these taxes. Focusing on the challenges facing tax implementation, this note concludes by providing suggestions for improving the current tax collection system and ensuring that it functions smoothly in the future. The purpose of this note is to clearly identify the administration and structure of provincial tax collection in Pakistan and highlight its challenges and opportunities. It acts as a snapshot of provincial taxation in Pakistan for those who are not familiar with the subject matter. Like most industry notes, this note is meant to serve as supplemental reading for a case study or a guest session on the topic.

**Subject:** Business Govt./International Economy

**Teaching Note:** No

**LUMS No.:** 16-307-2015-2

### **BACKGROUND NOTE ON PUNJAB REVENUE AUTHORITY**

**Bashir M, Sethi A**

Provincial sales taxation in Pakistan has gone through a series of reforms, and has recently been entrusted to the care of the revenue authorities. These revenue authorities are primarily concerned with the collection of GST on services, but they also undertake a variety of functions in an effort to reform the tax administration system in Pakistan. This note specifically focuses on Punjab Revenue Authority (PRA), an organisation created in 2012 to increase revenue collection from taxable services in the province of Punjab. By examining the creation, mission and function of PRA, the note highlights the various challenges facing provincial taxation in Pakistan and states the measures that are being initiated by PRA to tackle these problems.

**Subject:** Business Govt./International Economy

**Teaching Note:** No

**LUMS No.:** 16-306-2015-2

## **CIVIL SERVICES AND PROCESS OF REFORMS IN PAKISTAN**

**Mahmud T**

The note focuses on the primacy of the civil services as an engine of growth and development in the history of Pakistan. It looks at structures and elements of the administrative apparatus at both the policy making and implementation levels. It further dilates on the process of reforms that the civil services in Pakistan went through. Despite a myriad of reforms, the gap between expectations and performance continues to grow. This brings us to the need for making reforms an inbuilt and on-going process to catch up with the growing demands of efficient service delivery. The foremost objective of the note is to provide undergraduate students with good understanding about the working of a premier institution in the country, which has and continues to play a major and pervasive role in the development process. Another objective is to expose the students to some of the key characteristics of the civil services in Pakistan, making it highly hierarchical in the national life. The note purports to underline the need for on-going reforms to make the processes more accessible and remove structural impediments.

**Subject:** Business Govt./International Economy

**Teaching Note:** Yes

**LUMS No.:** 16-302-2015-2

## **HIGHER EDUCATION IN PAKISTAN (1947-2013) A PERSPECTIVE ON CRITICAL ISSUES AND THE WAY FORWARD**

**Hemani S, Butt An**

This note presents an overview of the state of higher education in Pakistan from 1947 till 2013. It is an attempt to identify and understand sector related issues and challenges and henceforth, propose a set of recommendations. The first section of the note establishes the significance of higher education as the globally accepted vehicle for national growth and progress. This is followed by a discussion on the existing state of higher education in Pakistan. This is done by reporting statistical data and indicators that illustrate major developments, the role of policy and the contribution of key players including the government as well as public and private institutions. The note concludes with an integrated perspective on the critical issues and suggests ways that could possibly take the sector forward in the years to come. To summarise, this note is an effort to meet its objectives keeping in consideration certain limitations, including the limiting scope of the study and availability of up-to-date data.

**Subject:** Business Govt./International Economy

**Teaching Note:** Yes

**LUMS No.:** 16-303-2015-2

## **INSTITUTIONAL INADEQUACIES: DATA COLLECTION ON HEALTHCARE PROVIDERS IN PUNJAB**

**Rana A, Awan Ma**

This note describes in detail how the Punjab Government and major health sector regulators collect data on the operations of individual and institutional health providers. The Punjab Government has multiple arrangements for collecting data. The largest and the most comprehensive one is the District Health Information System (DHIS), which regularly generates data on 83 clinical and non-clinical indicators about the working of primary and secondary healthcare facilities. However, the Government does not seem to be satisfied with data accuracy and has launched parallel programmes to collect data on a subset of indicators used in DHIS. Another major regulator is the Punjab Healthcare Commission, which collects data on health establishments with an indoor capacity of 50 beds or more. In addition, there are four industry organisations that collect data on practitioners of allopathic medicine and dentists, practitioners of eastern medicine, homeopaths and nurses. The note identifies several gaps in these data collection arrangements.

**Subject:** Business Govt./International Economy

**Teaching Note:** Yes

**LUMS No.:** 16-304-2015-2

## **PERFECT STRANGERS: THE STATE AND THE NGOS IN PAKISTAN**

**Rana A, Nadeem D, Tariq A**

This paper provides evidence of the limited and remote interaction between the state and the NGOs for most part of the latter's life. It is argued that the legal framework is mostly archaic, having been created at a time when the role of the

NGOs was limited to small-scale projects in a narrow range of fields. It is also argued that the institutional infrastructure of registration and regulatory authorities in the provincial and district governments is highly inadequate to discharge even the most basic regulatory functions in a meaningful manner. This note can be used as background reading in undergraduate courses related to Public Management such as Contemporary Social Policy Issues in Pakistan, and Non Profit Management.

**Subject:** Business Govt./International Economy  
**Teaching Note:** No  
**LUMS No.:** 16-305-2015-2

#### **CHIEF MINISTER'S INITIATIVE ON PRIMARY HEALTHCARE** **Bashir M**

This case aims to examine the effectiveness of public service collaboration and its impact on the various stakeholders involved in the Chief Minister's Initiative for Primary Healthcare (CMIPHC). Instead of utilising the resources and expertise of local government officials, the Government of Punjab decided to allocate the implementation of this project to the Punjab Rural Support Program (PRSP)—an external body designed to enhance government performance. By collaborating with the PRSP, the government was able to reach various districts in Punjab and provide each district with the resources and attention needed to make the program successful. In other words, by delegating responsibility to PRSP, the government was able to expand its outreach and cater to the needs of many communities in the province promptly.

**Subject:** Business Govt./International Economy  
**Teaching Note:** No  
**LUMS No.:** 16-173-2015-1

#### **DECENTRALISED INSTITUTIONS IN PAKISTAN - EVOLUTION AND PLANNING** **Mahmud T**

The note expands on the evolution of devolved institutions in Pakistan with their origin going back to the early Mughal period. After independence, the process of federalism underscored the importance of devolved government at the local level but its recognizable form could only emerge with the advent of Ayub Khan's military rule. The system since then has passed through a number of critical phases. It has now been recognized as a third distinct tier under the constitution. The rationale of the system is to rally people around this institution for identifying and resolving the problems at the grass root level. The foremost objective of the note is to understand the history and evolution of these institutions with a view of making future projections. Secondly, the note aims to provide a useful forum to mid management officers to share their perspectives on how these institutions can be deployed as effective instruments of governance.

**Subject:** Business Govt./International Economy  
**Teaching Note:** Yes  
**LUMS No.:** 16-297-2014-2

#### **ENERGY SECTOR OF PAKISTAN (2006-2012): THE IMPACT OF SHORTFALL AND RISING COSTS** **Butt An, Hemani S**

Energy plays an important role in the socioeconomic development of a country. It is critical to have access to adequate levels of energy supply and infrastructure to meet the desired economic growth standards. There are numerous factors that have led the country into the shackles of this energy crisis. This note discusses the different sources of energy and more specifically, electricity related challenges. It explains the roles of major players in the energy sector, government initiatives in overall strategy building and a set of recommendations to address the nation's energy crisis. This note is useful for Executive and MBA courses in public sector management. The note can be used independently to familiarise students about the energy sector, current crisis, challenges, key players, etc. or it can also be used as a supporting reading for a case on IPPs or the energy sector.

**Subject:** Business Govt./International Economy  
**Teaching Note:** Yes  
**LUMS No.:** 16-295-2014-2

## **EVOLUTION OF CIVIL SERVICE IN THE SUBCONTINENT - PHILOSOPHIC UNDERPINNINGS AND COLONIAL STEELFRAME**

**Mahmud T**

As a public sector institution, the civil service has played a defining role in consolidating and advancing the key objectives of the colonial rule in the subcontinent. It has also been the driving force behind administering justice and development. The note looks at the evolutionary process of how the foreign rulers had raised the administrative structures and constituted an imperial service arrayed with vast powers and responsibilities. Appropriate merit based selection and rigorous training were the key hallmarks of the service. The arrangement led to the creation of covenanted service, in which the employer entered into an agreement with the employee. In later years, multiple growing needs led to the establishment of subordinate services which opened doors for the natives. At the beginning of the colonial period, East India Company remained at the helm of affairs for almost a century. This was followed by complete British suzerainty after the 1858 War of Independence. The British were able to control a vast part of the population and area through officers who were the interface between the ruler and the ruled. The system survived the vicissitudes of history and showed a remarkable degree of adaptability in the wake of multiple demands and their fulfilment. The note traverses through the various stages of the civil service. The system was based on the cardinal principle of merit, with deference to the generalist tradition's testing knowledge and scholarship of an individual in the field of humanities, literature and languages. Its philosophical underpinnings were influenced by the teachings of great thinkers, namely Plato and Confucius, which provided the inherent strength to design a strong structure. The predatory instincts of colonial rule were conflated by the high ideals of the enlightened, civilising mission which underlined the need for reforming and educating the native population. Extractive ventures of the British colonial powers were, therefore, laced with the ideals of the civilising mission which aimed at inculcating modernism amongst the natives. In this process, the civil service- a handiwork of the Englishmen- played a crucial role as an arbiter of justice and fair play. It had the requisite wherewithal to tap the local capabilities for social upliftment. A handful of rigorously trained officers selected through a well laid process provided the mainstay to the British Empire. As an institution known as the Indian Civil Service, it continued to retain its essence along with historic centrality as a lever of governance and administration even after independence.

**Subject:** Business Govt./International Economy

**Teaching Note:** Yes

**LUMS No.:** 16-298-2014-2

## **FISCAL DECENTRALISATION - INTERNATIONAL EXPERIENCES**

**Mahmud T**

The note focuses on fiscal decentralisation as a means of furthering devolved governance with the aim of ensuring delivery of public services in an efficient, effective, transparent and equitable manner. The broad framework underpins the need for administrative and financial powers at the sub-national and local levels of public management and their adequate backup. At the same time, the note looks at some international experiences with particular reference to India, China and Brazil. It also elaborates upon some of the challenges of fiscal decentralisation in Pakistan amid growing expenditure responsibilities at the provincial and the local levels.

**Subject:** Business Govt./International Economy

**Teaching Note:** Yes

**LUMS No.:** 16-301-2014-2

## **PAKISTAN'S STRUGGLE AGAINST CORRUPTION**

**Daniyal S, Hamda S, Shehzad Ct**

This note attempts to explore global corruption trends and its causes. Different countries have different definitions and interpretations of corruption and several organisations have established corruption indices in order to be able to qualitatively assess the presence of corruption. Since Corruption Perception Index by Transparency International is considered the most authentic index, this note uses it to analyse the global corruption trends in the public sector. New Zealand, Finland and Denmark have consistently remained the least corrupt countries while Somalia and Bangladesh have mostly been ranked as the countries with the highest amount of corruption. Regional ratings show that Western Europe has been the least corrupt region while Central Asia has shown the highest level of corruption. These global causes of corruption can be traced to various social and political factors, higher economic rents, higher discretionary powers, lower accountability, dependence on fuel exports, presence of importunate business regulations and the aspect of underground economy. Various efforts have already been initiated globally to control corruption such as the

ADB/OECD Anti-Corruption Action Plan, the UN Convention against Corruption (UNCAC) and the United Nations Convention against Transnational Organised Crime. More specifically, this note explores corruption in the context of Pakistan. The lack of transparency and accountability, bureaucratic competition and institutional weakness are the reasons commonly cited for this problem. Measures taken to control this issue are examined, including the formation of FIA and NAB. Both FIA and NAB have shown high success rates in identifying and punishing acts of corruption. However, for corruption to be controlled, it is essential that the trust in the anti-corruption measures is restored and the agencies are protected from political manipulation. In addition, strict measures have to be taken at the grass root level to create a conscientious corruption free society.

**Subject:** Business Govt./International Economy  
**Teaching Note:** Yes  
**LUMS No.:** 16-300-2014-2

### **PLANNING COMMISSION OF PAKISTAN'S DEVELOPMENT FRAMEWORK** **Khan KA**

The PCP Development Framework technical note was written to provide an introduction of the public sector development framework to participants from the public sector in the ASP-LUMS Project Management course. It provides a background of the framework, its key processes and an overview of the performances and challenges of large development projects. The key purpose is to show the role of the development system in selecting the right projects (programming) and doing them right (project management). The technical note can be used in the introduction of the development framework as part of the Project Management course in a single 90 minutes session.

**Subject:** Business Govt./International Economy  
**Teaching Note:** Yes  
**LUMS No.:** 16-296-2014-2

### **THE INFORMAL ECONOMY OF PAKISTAN** **Shahid MS**

This note is written in the context of the growing interest in the informal economy of Pakistan in the academic spheres and at the policy level. After an introductory overview of the conceptual framework of the informal economy, this note explores the extent of this economy with specific reference to Pakistan. Furthermore, it will take a comparative approach to the study of determinants of informal economy, highlighting variations in economic, socio-cultural and state regulatory factors which motivate workers to operate in this sector.

**Subject:** Business Govt./International Economy  
**Teaching Note:** Yes  
**LUMS No.:** 16-299-2014-2

### **THE PUNJAB HEALTH FOUNDATION: GOVERNANCE STRUCTURE AND PROGRAM PORTFOLIO** **Rana M A**

This case is about the Punjab Health Foundation (PHF), which had not performed well during the last two decades of its existence. Created in 1992 to support and finance the private sector in providing healthcare to the public at large, it had only extended a small amount of loan (Rs. 773 million) to a small number of borrowers (951 health practitioners and 52 NGOs). These small scale operations did not justify the existence of a full-fledged institutional infrastructure. Over the years, realisation grew at higher levels in the Punjab Government that the organisation was contributing little towards the achievement of health policy objectives. Arif Nadeem, Secretary of the Health Department, was perturbed over such poor performance. He could either close down the Foundation or prepare a plan for its revitalisation. Both options were open.

**Subject:** Business Govt./International Economy  
**Teaching Note:** Yes  
**LUMS No.:** 16-172-2014-1

## **A NOTE ON SECONDARY DATA IN PAKISTAN - POVERTY AND LIVELIHOOD INDICATORS**

**Asim M, Haque E U**

This is a multipurpose note. It can be used as a supplementary training material for the Monitoring & Evaluation (M&E) training programs of ASP-LUMS, SEDC and other clients in conjunction with Logical Framework Analysis (LFA)/Results Based Monitoring (RBM) framework development. The note is motivated by the idea that, data on outcomes and goal indicators in the Results Chain (Figure 1) is readily available from secondary sources. Knowledge about these secondary sources of data can save both the monetary cost of collecting the data that already exists, as well as, time spent in reinventing some of the indicators. This note, in particular, presents detailed information on secondary sources of data on poverty and labour indicators.

**Subject:** Business Govt./International Economy  
**Teaching Note** Yes  
**LUMS No.:** 16-292-2013-2

## **A NOTE ON SOURCES OF SECONDARY DATA IN PAKISTAN: HEALTHCARE INDICATORS**

**Butt M N**

Secondary data carries a distinct importance in the research process. It can reduce or even eliminate the need of primary data, which is relatively costly and time consuming to collect and analyse. However, compiling relevant and useful secondary data can be a daunting task. The purpose of this note is to compile a list of key secondary data sources of healthcare indicators in Pakistan. The objective of this note is, to be used as supplementary training material for the Monitoring & Evaluation (M&E) training programs of ASP-LUMS, SEDC, and other clients in conjunction with Logical Framework Analysis (LFA)/Results Based Monitoring (RBM) framework development. It can be used in the topics of developing indicators and research methods in the same training programs. It may also be used as a basis of class-room discussion on secondary data sources and their importance. Furthermore this note would be helpful for project managers, practitioners, and students who are undertaking their research projects on healthcare topics.

**Subject:** Business Govt./International Economy  
**Teaching Note:** No  
**LUMS No.:** 16-289-2013-2

## **NOTE ON INDIA AND SINGAPORE - SOME KEY ELEMENTS IN GOVERNANCE**

**Mahmud T**

This technical note aims at facilitating the reader in identifying some critical elements and institutional practices in governance. India and Singapore are the subject of this note, one being a next door example with a common colonial legacy and the other known for its best governing practices, world over. The objectives of this note are: • To familiarise the newly inducted parliamentarians with governmental structures, processes and interventions in some critical fields while placing reliance on the experience of the two mentioned countries. • To encourage participants to form their views about different elements of governance, with a view to assessing their applicability in Pakistan. • To help prepare parliamentarians to introduce innovation while making legislation through an adaptive approach.

**Subject:** Business Govt./International Economy  
**Teaching Note:** Yes  
**LUMS No.:** 16-291-2013-2

## **PRIMARY AND SECONDARY EDUCATION IN PAKISTAN: KEY ISSUES AND CHALLENGES**

**Rana M A**

Pakistan faces a formidable challenge in providing quality primary and secondary education to children, especially from less-privileged areas. Approximately, 12.4 million children of ages 5-14 years are estimated to be out of school and the ones that do attend school receive low-quality education with poor learning outcomes. There are significant gender differences in education facilities and enrolment, especially at the primary level. Overall fiscal allocation for school education is around 2.1% of the Gross Domestic Product, which is low by international comparisons. The private sector has emerged as an important provider and around one-third children now go to private schools. Most of these private schools are low-fee schools. Enrolment in elite private schools comprises a small proportion of the total enrolment in the private sector (about 6%). To increase enrolment and the quality of education, the Government can extend and improve

its network of existing schools as well as support the creation of extra places in private schools. It will also have to take some fundamental decisions regarding a set of related issues, viz. medium of instruction, curriculum and assessment. These decisions determine whether or not children enrol in a school, how long they continue to study and how good are their learning outcomes.

**Subject:** Business Govt./International Economy

**Teaching Note:** Yes

**LUMS No.:** 16-293-2013-2

### **THE WORKING OF THE FEDERAL GOVERNMENT AND THE DECISION-MAKING PROCESSES: STATUTORY INSTITUTIONS**

**Mahmud T**

This technical note serves as a guideline for freshly inducted parliamentarians to understand some key elements of the decision-making processes in the Federal Government. These decisions, before fruition, pass through an iterative process which starts with the identification of an issue. It is articulated in such a manner that it draws the attention of many other stakeholders who can contribute towards its resolution. The note underlines the structure through which policy matters are given a final shape and converted into implementable decisions. The framework in this regard is mandated by the rules which draw strength from the provisions of the Constitution. The second part of the note deals with the working of key regulatory institutions like Oil and Gas Regulatory Authority (OGRA), Public Procurement Regulatory Authority (PPRA), National Electric Power Regulatory Authority (NEPRA) and the State Bank of Pakistan.

**Subject:** Business Govt./International Economy

**Teaching Note:** Yes

**LUMS No.:** 16-290-2013-2

### **THE EDUCATION SECTOR OF PAKISTAN: CREATING EQUAL OPPORTUNITIES FOR ALL**

**Qadeer M, Butt A N**

Article 25A of the Constitution of the Islamic Republic of Pakistan clearly states that it is the responsibility of the State to provide free and compulsory, quality education to children between the ages of 5 and 16. One would assert that such a mandate is congruent to the education policy of most progressive nations of the world and also the Millennium Development Goals (MDGs). However, the realities on ground suggest that such an ambition remains unfulfilled. The government has taken various initiatives to increase access to education, in even the most remote areas, by constructing schools and increasing enrolment but still a lot needs to be accomplished before we are able to achieve education for all. The note is written for the public management and public policy course/module at the graduate and executive education levels. The purpose of this sector note is to provide an understanding to the students regarding the state of education and the governance structure of the education sector in Pakistan. Students are expected to answer the questions in the note after critically analysing the information, identifying the challenges and suggesting suitable action steps and recommendations.

**Subject:** Business Govt./International Economy

**Teaching Note:** YES

**LUMS No.:** 16-294-2013-2

### **A NOTE ON SECONDARY DATA IN PAKISTAN: EDUCATION INDICATORS**

**Butt M B**

The objective of this note is to be used as a supplementary training material for the Monitoring & Evaluation (M&E) training programs of ASP-LUMS, SEDC, and other clients in conjunction with Logical Framework Analysis (LFA)/Results Based Monitoring (RBM) framework development. It can be used in the topics of developing indicators and research methods in the same training programs. It may also be used as a basis of class-room discussion on secondary data sources and their importance. Furthermore this secondary research note would be helpful for project managers, practitioners, and students who are undertaking research projects on education related topics.

**Subject:** Business Govt./International Economy

**Teaching Note:** No

**LUMS No.:** 16-288-2012-2

## **NOTE ON THE PAKISTAN PHARMACEUTICAL INDUSTRY**

**Qureshi Z I**

This note traces the development of the Pakistani pharmaceutical industry since independence. It also highlights the public policy through which the government exercises regulatory control over the industry according to the provisions of the Drug Act, 1976. A reference is also made to the healthcare system and local market potential. Issues around price control, generic versus patent drugs and drug testing for innovation are also explained. Other challenges like contract manufacturing, import of drugs and barriers to export are emphasized as well.

**Subject:** Business Govt./International Economy  
**Teaching Note:** Yes  
**LUMS No.:** 29-002-2011-1

## **NOTE ON THE PAKISTAN SUGAR INDUSTRY**

**Qureshi Z I**

The sugar Industry Note is developed around the sugar price crisis which emerged during 2010. The shortage of sugar is a recurring phenomenon in Pakistan. Various players having stakes in the availability of this item usually jump into the fray to ensure that when there are shortages prices are not allowed to rise to a level where these begin to affect every household. While most of the owners of individual mills are politically influential who can pull policy strings in their favour, their interests are also safeguarded by their representative body called Pakistan Sugar Mills Association (PSMA). The Note describes the stakes of various important players in the industry such as; Farmers, Sugar Producers, Government, Trading Corporation of Pakistan (TCP), Pakistan Sugar Mills Association (PSMA) and above all, the Competition Commission of Pakistan (CCP). The Note raises some pertinent questions; Was the current crisis a one-off situation or could it repeat itself? What, if any, was the role of the government when free market forces failed to self-correct? And above all, what should be the role of the Competition Commission of Pakistan (CCP) in preventing the cartels from emerging either within the sugar industry, or any other industry?

**Subject:** Business Govt./International Economy  
**Teaching Note:** Yes  
**LUMS No.:** 29-001-2011-1

## **DEVOLUTION AND THE OKARA MILITARY FARMS CONFLICT**

**Sajjad A, Kariapper A S**

General Pervez Musharraf had endeavoured to devolve power to the local level through the local government plan 2000, which provided the formal framework. Given the comprehensive nature of the plan, and the very significant financial, human and other resources dedicated to implement it, there was a need to assess the impact of the new local government system. This note investigates the devolution plan in the specific case of district Okara where, since June 2000, a conflict had been raging between over 100,000 residents of the Okara Military Farms, and local, provincial, and federal authorities. In June 2000 the military farm management decided to change the tenure relationship with the tenants from share-cropping to rent-in-cash. It was also in 2000 that the military government embarked on its ambitious devolution program. This case seeks to uncover whether or not the institution of the local government system in Okara had reduced the distance between the citizens and the state, and made the government responsive to local needs, as stipulated by the plan.

**Subject:** Business Govt./International Economy  
**Teaching Note:** No  
**LUMS No.:** 20-002-2004-2

## **PAIEDAR CEMENT MILLS (PVT) LIMITED**

**Sipra N, Haider S I, Shaique T H**

This trade dispute case between an Indian exporter and a Pakistani importer exhibits the shortcomings of trade contracts. The case is about the dilemma of international importers, who are stuck with their trading partners because of delayed shipment of their orders resulting in loss of business at home.

**Subject:** Business Govt./International Economy  
**Teaching Note:** No  
**LUMS No.:** 16-281-97-1

**MILAN SURGICAL EQUIPMENT (PVT) LIMITED**  
**Sipra N, Haider S I, Shaique T H**

This trade dispute explains why a Pakistani Exporter (Milan Surgical Equipment) was refused payment by a South African Importer (M/s Garth Bank). The South African Government cancelled Elmik Bank's operational license and assigned the transaction and business dealings of Elmik Bank to Simpex Bank. Simpex Bank was reluctant to honour the business deal between Milan Surgical Equipment and M/s Garth as evidence of the transaction was not found in Elmik Bank's records.

**Subject:** Business Govt./International Economy  
**Teaching Note** No  
**LUMS No.** 16-282-97-1

**KASUR TANNERIES- (A)**  
**Nasim A, Benaroya R**

The case describes the history of the Kasur Tanneries pollution problem and the efforts to find a solution. It provides an overview of environmental legislation in Pakistan and its ineffectiveness to enforce pollution control in the country. The main issue revolves around who should pay for the treatment of tannery effluents. The case is intended to raise issues regarding the relationship between economic development and protection of environment. Suggested reading: Note on the State of the Environment in Pakistan (LUMS No. 16-168-93-2).

**Subject:** Business Govt./International Economy  
**Teaching Note:** Yes  
**LUMS No.:** 16-166-93-1

**KASUR TANNERIES (B)**  
**Nasim A, Benaroya R**

This is a sequel to Case A (LUMS No. 16-166-93-1). A final agreement and technical solution to the tannery effluent problem had still not been realized.

**Subject:** Business Govt./International Economy  
**Teaching Note:** Yes  
**LUMS No.:** 16-167-93-1

**STATE OF THE ENVIRONMENT IN PAKISTAN, 1992**  
**Benaroya R, Nasim A**

**Subject:** Business Govt./International Economy  
**Teaching Note** No  
**LUMS No.** 16-168-93-2

**TECHNOLOGY POLICY OF PAKISTAN: 1947-93**  
**Nasim A, Akhlaque A**

This case allows a thorough analysis of the technology policy of Pakistan.

**Subject:** Business Govt./International Economy  
**Teaching Note** No  
**LUMS No.** 16-170-93-1

**FROM INNOVATION TO COMMERCIALIZATION: WASSEY OMAR'S CASE**  
**Nasim A, Akhlaque A**

Wassey Omar was intimidated by the Rolex Watch Co of Switzerland, in March 1993, to develop an innovative doobby

used in weaving looms in developing countries. For this, he needed monetary support. Whether he should seek the Government of Pakistan's patronage, was an issue he needed time to think about. The case assesses whether the existing institutional mechanisms in the country support and encourage innovation / commercialization. This case should be accompanied by the note on Technology Policy (LUMS No. 16-170-93-2).

**Subject:** Business Govt./International Economy  
**Teaching Note** Yes  
**LUMS No.** 16-171-93-1

**ASSOCIATED AGENCIES (C)**  
**Nasim A, Akhlaque A**

The case follows a series of events as Iqbal Ahmed tried to get the brand name for his project altered, and how he coped with yet another lot of deferrals and delays. This case is to be taught in a transfer of technology module. Supplementary reading: Technology Policy of Pakistan (LUMS No. 16-170-93-1).

**Subject:** Business Govt./International Economy  
**Teaching Note** No  
**LUMS No.** 16-169-92-1

**TAX MAN COMETH (A)**  
**Sipra N, Sharif H L**

The case provides a vivid example of the discretionary powers of an income tax officer, and depicts the process of appeals necessary in tax disputes. The Managing Director of a construction firm moved into second appeal against a tax assessment order that had levied what he felt was excess tax and penalty for concealment of taxable income.

**Subject:** Business Govt./International Economy  
**Teaching Note** Yes  
**LUMS No.** 16-081-91-1

**TAX MAN COMETH (B)**  
**Sipra N, Sharif H L**

This case provides a sequel to Case A (LUMS No. 16-081-91-1). The second appeal by the firm had also been dismissed by the Appellate Court. The MD had to devise a mode of action.

**Subject:** Business Govt./International  
**Teaching Note:** Yes  
**LUMS No.:** 16-082-91-1

**SOME LEGAL ASPECTS OF INTERNATIONAL SALES**  
**Sharif H**

**Subject:** Business Govt./International  
**Teaching Note** No  
**LUMS No.** 16-005-88-2

**THE YARN CONTROVERSY**  
**Hamid N, Zaman A**

This case follows the impact of an increase in duty on yarn exports. It gives a comparative analysis of the price and duty data in the past, and presents the points of view of the different groups: the All Pakistan Textile Mills Association (APTMA), Council of Textile Association (CTA), and the Government of Pakistan.

**Subject:** Business Govt./International  
**Teaching Note** No  
**LUMS No.** 16-030-88-1

**THE COTTON TEXTILE INDUSTRY (EXPORT PERFORMANCE)**  
**Zaman A, Hamid N**

This note focuses on the cotton textile industry of Pakistan, and its export performance. It discusses raw cotton exports and the cotton spinning industry. This note then outlines the situation of cotton ancillary industries like weaving as well as of cotton made up sectors e.g. readymade garments, towels, hosiery and knitwear and value added products. Additionally, this note describes the tariff and non-tariff barriers facing these exports in different countries, as well as the quotas for local exporters within Pakistan.

**Subject:** Business Govt./International  
**Teaching Note** No  
**LUMS No.** 16-031-88-2

**DEREGULATION OF THE CEMENT INDUSTRY**  
**Zaman A, Hamid N**

**Subject:** Business Govt./International  
**Teaching Note** No  
**LUMS No.** 16-032-88-2

**EXCHANGE RATES (A) – TECHNICAL NOTE**  
**Kirmani N**

This is an introduction to buying and selling foreign currency for profit. It offers exercises in the understanding of exchange rates, forward buying, hedging, speculation, interest arbitrage/parity, etc. A money trader enters the market with rupees and makes his profit operating between forward rates offered by the banks and the spot rates showing market fluctuation of rate relationships between foreign currencies.

**Subject:** Business Govt./International  
**Teaching Note** No  
**LUMS No.** 16-128-88-2

**PHARMACEUTICAL INDUSTRY IN PAKISTAN: ROLE OF GLAXO- A MULTINATIONAL COMPANY**  
**Kirmani N, Haq T**

The broad objective of this case is to bring out the cost and benefits of multinational companies and foreign direct investment. This would include the global effects of multinationals, their benefits to the home country, home host company conflicts and views of the host country.

**Subject:** Business Govt./International  
**Teaching Note** No  
**LUMS No.** 16-158-88-1

### **A NOTE ON ISSUES IN THE INTERNATIONAL TRADING SYSTEM** **Kirmani N**

This is a 1988 survey of the trend of protectionism in international trade. Despite GATT's recommendation of liberalization, the developed economies continued to protect steel, textile, and agriculture, etc., through tariff and non-tariff barriers; while the developing countries adopted protectionism on the plea of balance of payments problems and infant industry. These trends remained steady into the 1990s, but the case posits that in the long-term, protectionism has tended to harm growth in global trade rather than benefit it.

**Subject:** Business Govt./International  
**Teaching Note** No  
**LUMS No.** 16-283-88-2

### **WHITHER EXCHANGE RATES?** **Kirmani N**

How does a state arrive at the relationship of its currency with other currencies? A policy of control may lead to black-marketing, while preventing black-marketing may require gradual devaluation through shifting rates. The study discusses fallout of linking rupee with dollar and its delinking, and moving to the concept of currency baskets on the basis of direction of trade.

**Subject:** Business Govt./International  
**Teaching Note** No  
**LUMS No.** 16-284-88-2 (Note)

### **THE CRAZY WORLD OF AGRICULTURAL TRADE** **Kirmani N**

In 1987, the GATT members agreed to discuss agriculture within the framework of liberalization of international trade. The case shows that none of the rules normally applied to the global trade of manufactures, apply to agricultural commodities. The advanced nations unabashedly protect their farmers, subsidize their produce, ban import in the sector, to the detriment of the developing countries whose mainstay is agriculture. The trend, which continues, is a disincentive to the growth of surplus agriculture in the third world.

**Subject:** Business Govt./International  
**Teaching Note:** No  
**LUMS No.:** 16-285-88-2

### **NOTE ON EXCHANGE RATES (A)** **Kirmani N**

What is exchange rate: a forward contract and a forward discount? This is an introduction to the operation of transactions in the foreign currency market. Gross rates determine the State Bank's decision to establish the relationship of the Pakistani rupee with the currencies of Pakistan's trading partners. The money trader operates between the forward and spot rates. The case explains hedging, speculation, and the risk factors in relation to facilities in Pakistan.

**Subject:** Business Govt./International  
**Teaching Note:** No  
**LUMS No.:** 16-286-88-2

## **NOTE ON EXCHANGE RATES (B)**

**Kirmani N**

Foreign exchange markets determine the value of a given currency, which in turn determines choices in import and export of goods. The study explains the principle of supply and demand of currency and how countries determine rates of exchange between the national currency on one hand and various international currencies on the other. It explains exchange control, key-currency, fixed exchange rate, floating exchange rate and the managed float, etc.

**Subject:** Business Govt./International  
**Teaching Note:** No  
**LUMS No.:** 16-287-88-2

## **TRADE OR NO TRADE? (A)**

**Kirmani N**

The Minister for Commerce, Planning & Development received several letters from industrialists and representatives of the machinery and engineering goods industries, demanding protection against imports as a means for developing. This case gives an account of the discussion that ensued regarding this issue in the Cabinet meeting, and the different proposals that the Cabinet wished to consider regarding a multi-faceted approach to the promotion of the domestic machinery and engineering goods industries in the new trade policy for 1987-90.

**Subject:** Business Govt./International  
**Teaching Note** No  
**LUMS No.** 16-288-88-1

## **TRADE OR NO TRADE? (B)**

**Kirmani N**

The case gives an account of a typical letter from an American manufacturer to the US government saying that foreign manufacturers were putting him out of business through cheap exports, and recommending imposition of duty equal to the wage differential in the exporting country. The case considers the various responses to this invitation to protectionism.

**Subject:** Business Govt./International  
**Teaching Note:** No  
**LUMS No.** 16-289-88-1

## **ADJUSTMENT FINANCIAL & SUSTAINABLE GROWTH: THE CASE OF PAKISTAN**

**Kirmani N**

Six important people looked at the basic indices of Pakistan's economy and offered their suggestions. Pakistan's narrow export base, large deficit and debt obligations made for unsustainable growth. One person proposed rapid liberalization, which was opposed by another, who feared steep drop in revenue, given the fact that external markets applied non-tariff barriers to Pakistan's exports. The discussion brought together all the arguments normally given by economic experts: exports still lacked incentives, tariff regime discouraged competitive manufacture, the floating exchange rate caused uncertainty and risk, a fixed exchange rate would require more fiscal discipline, etc. Their discussion offers six perspectives, all of them relevant to a study of Pakistan's economy at the current juncture.

**Subject:** Business Govt./International  
**Teaching Note:** No  
**LUMS No.** 16-290-88-1

## **KSB (PAKISTAN)**

**Wells L T, Haque E**

This case depicts the Managing Director's attempts at getting permission to produce more sophisticated castings in the foundry that would save foreign exchange for the country. He also tried to stop the government from over-sanctioning production in a market that already had the capacity to meet demand. The case is a good illustration of the effects of government intervention and interaction with the business sector.

**Subject:** Business Govt./International  
**Teaching Note:** No  
**LUMS No.** 16-003-87-1

**NOTE ON LICENSING PROCEDURES FOR MANUFACTURING INVESTMENT – PAKISTAN**  
**Wells L T, Haque E U**

**Subject:** Business Govt./International  
**Teaching Note:** No  
**LUMS No.** 16-004-87-2

**ASSOCIATED AGENCIES LIMITED (A)**  
**Hamid N, Zaman A**

This is the first of an interesting case series that reads more like a saga of bureaucratic confusion. Iqbal Ahmed, a Director of AAL, was faced with the dilemma of whether or not to make a £100,000 non-refundable deposit with Austin Rover Group as a prerequisite for their joint venture. Considering the repeated and prolonged delays in project sanctioning by the government, Ahmed knew the deposit was a calculated risk.

**Subject:** Business Govt./International  
**Teaching Note:** No  
**LUMS No.** 16-006-87-1

**ASSOCIATED AGENCIES LIMITED (B)**  
**Hamid N, Zaman A**

A follow-up of Case A (LUMS No. 16-006-87-1), this case addresses the issue of how to effectively manage within a regulatory environment. AAL decided to make the good-faith deposit with Austin Rover and even got formal approval from the government, but it was an 'unviable permission'. The case traces the series of events that led to Austin Rover's withdrawal and Iqbal Ahmed's quest for another car manufacturer who would be willing to take Austin Rover's place in the project.

**Subject:** Business Govt./International  
**Teaching Note:** No  
**LUMS No.** 16-007-87-1

**SAYYED ENGINEERS (PVT) LIMITED (A)**  
**Hamid N**

Designed to be taught in the trade module, this case serves three objectives. First, to familiarize students with the system of export incentives and controls, and the process by which the individual exporters have these altered to their advantage. Second, to sensitize the student to the problems of allocating time to high level executives in a small firm with limited manpower resources. Third, to make them aware of how investment, marketing, export and diversification decisions are interlinked.

**Subject:** Business Govt./International  
**Teaching Note:** Yes  
**LUMS No.** 16-027-87-1

**EMCO INDUSTRIES LIMITED: INSULATOR DIVISION**  
**Zaman A**

Since the Government of Pakistan's 1986 withdrawal of the 12.5 % export rebate, EMCO had been facing difficulties in quoting a low price to remain competitive in its export markets, and had not been able to secure any new orders for the second half of 1986. With only one order in hand in the first quarter of 1987, EMCO had actively lobbied with the government to restore the export rebate but with little success. Tariq Rehman's (Director EMCO Industries Ltd), concern was that the insulator plant capacity had been increased, and this increase in capacity had been planned on the expectation of selling 30 % of total production to the export market.

**Subject:** Business Govt./International  
**Teaching Note:** No  
**LUMS No.** 16-029-87-1

**FATIMA MEMORIAL HOSPITAL**  
**Khan B A**

In January 1987, Dr G.N.Bajwa, Administrator of Fatima Memorial Hospital, in Lahore, Pakistan, was considering the problem of revising and adjusting service charges and fees in the light of new economic conditions. Fatima Memorial was a private non-profit organization which had to be run on a business-like basis in order to operate effectively. The Government had decided to increase the pay scales of its staff in the public sector hospitals, and personnel at Fatima Memorial would have to be given a corresponding increase in order to retain a staff of good consultants. (Already staff salaries accounted for over 25% of the annual budget which translated into an average monthly expenditure of Rs 2.5 million). How should Fatima Memorial respond to this unforeseen rise in costs, as well as the ongoing secular pressures of inflation which meant higher prices for medical supplies and, therefore, higher operating as well as developmental costs.

**Subject:** Business Govt./International  
**Teaching Note:** No  
**LUMS No.:** 16-033-87-1

## GENDER

### **EMPOWERING WOMEN IN PAKISTAN: AN ANALYSIS OF THE NONGOVERNMENTAL APPROACH**

**Khalid I, Butt A N**

This note examines the social, economic and political challenges women face in Pakistan, and analyses the contribution of the non-governmental sector in empowering women. It also highlights the strategic and organisational issues facing women's NGOs in Pakistan. Instructors can use the note to discuss the uncertainties and challenges as well as the opportunities and strengths facing the non-governmental organizations as they struggle to grow and influence the status of women in this society. Readers are confronted to think about ways in which these features can be controlled to produce a more favourable outcome.

**Subject:** Gender  
**Teaching Note:** Yes  
**LUMS No.:** 17-015-2016-2

### **WOMEN ENTREPRENEURSHIP IN PAKISTAN: ISSUES AND CHALLENGES**

**Chaudhry M T**

The technical note on women entrepreneurship in Pakistan attempts to provide an overview of the status of women entrepreneurs in Pakistan. Pakistan is the sixth biggest country in the world in terms of population (188 mln), of whom 48 percent are women. Pakistan is the tenth largest country in the world according to labour force size. However, the female labour force participation rate is just 22 percent in Pakistan. Women's total entrepreneurial activity (TEA) rate of Pakistan is the lowest in the world. Women TEA in Pakistan is low due to the non-conducive business environment in Pakistan. Challenges faced by women entrepreneurs include lack of technical skills and education, lack of financial resources, lack of confidence and fear of failure, social and cultural constraints, and lack of role model and poor networking opportunities. This note also covers the role of government and non-government organisations in promoting women entrepreneurship in Pakistan.

**Subject:** Gender  
**Teaching Note:** Yes  
**LUMS No.:** 17-014-2015-2

### **GENDER DIMENSION- MOTHERHOOD VS. CAREER ADVANCEMENT: MUTUALLY EXCLUSIVE?**

**Rasool S**

The case dealt mainly with questions of social inequality pervading our social consciousness, which expressly manifest themselves in all social contexts, including places of employment. Using the example of Zainab, the case highlighted how often employment practices and decisions negatively affected working mothers on account of ill-founded societal misconceptions.

**Subject:** Gender  
**Teaching Note:** Yes  
**LUMS No.:** 17-013-2015-1

### **AFFIRMATIVE ACTION IN EQUALITY**

**Azhar A, Rasool S**

The note "Affirmative Action in Equality" outlines the current state of gender-protection laws in Pakistan, with respect to the right to education. It has been written to specifically analyse the judicial doctrine of affirmative action and has been further compared with the American jurisprudence in matters governing gender inequality. The anticipated audience includes undergraduate and graduate degree students in college as well as non-degree trainees such as government officials in courses and workshops.

**Subject:** Gender  
**Teaching Note:** Yes  
**LUMS No.:** 17-012-2015-2

## **GENDER DIMENSION- ECONOMICALLY UNEQUAL**

### **Rasool S**

The case dealt mainly with questions about the economic inequality pervading our social consciousness, which expressly manifests itself in not just social but also economic contexts. These biases acted as covert obstructions, hindering females such as Naheen from realising their full potential at the workplace, either by exacerbating the gender wage gap or thwarting women from reaching higher ranks of management.

**Subject:** Gender  
**Teaching Note:** Yes  
**LUMS No.:** 17-012-2015-1

## **GENDER DISPARITY IN PAKISTAN'S LABOUR MARKET: ISSUES AND CHALLENGES**

### **Uqaili H A, Chaudhry M T**

Gender disparity exists in the labour market, at some level or another, across the globe. Statistics compiled by the Asian Development Bank and International Labour Organisation approximate that in 2009, global Female Labour Force Participation Rate (FLFPR) was 56%, with the similar statistic for males being 81%. In addition, it estimates that the Asian and Pacific regions are losing more than \$40 billion per year because of gender gaps in education and women's limited access to employment opportunities. It also estimates that in countries such as India, Indonesia, and Malaysia, the Gross Domestic Product would increase by 2% to 4% annually, if female employment rates were raised to 70% from the current 30%. For Pakistan, the situation is even worse. Females constitute nearly half of Pakistan's total population, but FLFPR for the country is limited to 22%, whereas, the similar statistic for males is 69 percent. Moreover, 78.3 percent of the working females are concentrated in low paid vulnerable jobs. In 2010-11, the share of females in salaried jobs was at 21.6 percent, nearly half as compared to men, which stood at 41.2 percent. This note analyses factors leading to gender disparity in the country's labour market by using two significant economic and demographic indicators of the labour market of Pakistan: Labour Force Participation Rates (LFPR) or activity rates, and wage differentials across the two genders or Gender Pay Gaps. Data from a variety of international and local databases are used. Associated issues and challenges are discussed, and policy implications resulting from the preceding discussion and analyses are presented.

**Subject:** Gender  
**Teaching Note:** Yes  
**LUMS No.:** 17-013-2015-2

## **GENDER DISCRIMINATION AT THE WORKPLACE**

### **Rasool S**

The case dealt mainly with questions of gender discrimination pervading our social consciousness, which expressly manifested itself in social as well as professional contexts. The case highlighted how women were often alienated and discriminated against at the workplace due to pre-conceived societal notions of masculinity and femininity. Women like Shaharbano appeared to be victims of “double bind” i.e. a situation in which no matter what a person did, he/she can't win. While Shaharbano was expected to act as a diligent wife and a doting mother, she was simultaneously expected to behave in a manner emulating her male counterparts at her job.

**Subject:** Gender  
**Teaching Note:** Yes  
**LUMS No.:** 17-011-2015-1

## **INHERENTLY EQUAL?**

### **Rasool S**

The note ‘Inherently Equal’ outlines the current state of gender-protection laws in Pakistan. It has been written to provide a panoramic view of the laws governing gender inequality. The anticipated audience includes undergraduate and graduate degree students in college, as well as non-degree trainees such as government officials in courses and workshops.

**Subject:** Gender  
**Teaching Note:** Yes  
**LUMS No.** 17-011-2013-2

**FAMILY PLANNING ASSOCIATION OF PAKISTAN'S WOMEN EMPOWERMENT PROGRAM AND  
SMOKELESS CHULAH**

**Abbas J**

One definition of women's empowerment is the ability of women to exercise their choices over their minds, bodies and lives. Empowerment also implies the capacity to not only improve their situation, but also to take the initiative to help others in the community. In a country where 76 percent of the population lives in the rural areas, a majority of women are engaged in child rearing, fetching water, preparing food, gathering fuel and working in the fields. In most cases they silently bear oppression, illiteracy and poor health standards. Just over a decade ago at a FPAP workshop, participants from various parts of Pakistan, while drawing attention to the universal responsibility of women for cooking, stated how time consuming this drudgery was, how it was a service taken for granted, and above all how much of a health hazard it was. This was the beginning of the 'Chulah Revolution', which was centred on an environment friendly smokeless stove. This case deals with issues related to the sustainability and extension of FPAPs program, while also examining the relevance and impact of FPAP undertaking the program.

**Subject:** Gender  
**Teaching Note:** Yes  
**LUMS No.** 17-008-2007-1

**SABA AHMED  
Haque E U**

Saba Ahmad, a 28 year old, single parent of a six year old school going girl, was recruited by Mr. Zahid Khan, Corporate Head, First Multinational Bank (FMB) for his Karachi branch. Mr. Khan was unhappy at the excessive turnover at his branch on account of opening of many new banks in Pakistan. As a defensive strategy he had recruited Saba as he believed female employees were more 'loyal' than their male counterparts. Saba had been with the branch for a couple of years and progressed satisfactorily despite facing typical hurdles faced by females in male dominated organizations. However, in 2003 she got engaged to be married to a person living in Islamabad. Consequently, Saba is now requesting for a transfer to Islamabad. Mr. Khan is in a quandary as on the one hand his strategy of reducing turnover is being undermined, and on the other he seriously feels that Saba might not be ready for Islamabad. He fears that if he does not transfer her she might resign.

**Subject:** Gender  
**Teaching Note:** Yes  
**LUMS No.** 17-009-2007-1

**ZAREEN AND MAJID DURRANI  
Haque E, Arifeen S**

This case presents the challenges and frustrations of an ambitious, professional couple, Zareen and Majid Durrani who are trying to balance the demands of work and family life while negotiating appropriate gender roles in a society where economic and social pressures are making traditionally accepted roles to crumble and lose relevance. The hectic work schedules of both the partners have brought some self-actualisation for each, however, it has also adversely impacted the family life and children resulting in a relationship full of stress. Both blame the other for the current situation and expect their partner to demonstrate better understanding and accommodation. As things stand their future work demands are only going to expand. The question is who, if any, should yield or is a healthy compromise possible? There is some urgency to this decision as their two little children have contracted small pox and need full time attention at home for the next couple of weeks at the minimum.

**Subject:** Gender  
**Teaching Note:** Yes  
**LUMS No.:** 17-010-2007-1

**EMPOWERMENT THROUGH REPRESENTATION: AURAT FOUNDATION'S INITIATIVE IN LOCAL  
GOVERNANCE**

**Zubair S, Almeida C, Alvi S, Khan F**

This case focuses on women's active participation in local governance, an issue that Aurat Foundation, led by Nigar Ahmed, had been dealing with over a substantial period of time. Whereas previously, reserved seats were filled by an indirect and unrepresentative process, General Pervez Musharraf's new system of local government and devolution of power

emphasized women's representation. Aurat Foundation took on the challenge to raise political and social awareness among women by introducing a number of initiatives and addressing some of the problems that arose prior to and during the electoral process. The primary contention of this initiative was to introduce and inculcate ideas of empowering women through direct political and representational participation in this drive. The initiative was generally rejected as an exercise in futility by all the political parties. The enormity of the task at hand and the range of problems allowed Aurat Foundation to bring together a number of concerned civil organizations in order to train both the women candidates and the general electorate.

**Subject:** Gender  
**Teaching Note:** Yes  
**LUMS No.** 17-007-2006-1

## MANAGEMENT INFORMATION SYSTEMS

### AWAIS MODEL FARMS

Chatha K A, Shaikh S E

Saeed Anwar, the sole proprietor of Awais Model Farms (AMF), had to make the decision of whether to grow corn or cotton in the fall season. Although he knew the key parameters affecting the decision, he was unable to reach any conclusion because of the numerous uncertainties involved in the decision making process. His son, Awais Saeed, tried to come up with an Excel model in order to help his father make the decision. Awais discussed the key uncertainties with experts (farmers) and gathered all the cost and revenue data. The decision maker, Saeed Anwar, wanted to know which crop he should grow on the basis of greater expected profit.

**Subject:** Management Information Systems

**Teaching Note:** Yes

**LUMS No.:** 18-443-2016-1

### PRE QUALIFICATION OF VENDORS FOR LARGE-SCALE IT SYSTEM AND SERVICES

Zaffar M A.

This case exercise was written for use in the ASP-LUMS Procurement Management workshops. The workshops are run for different tiers of professionals working within the government and CSO/NGO sectors. The short case exercise revolves around a procurement manager's task of coming up with pre-qualification criteria to qualify IT vendors for a large IT project for the provincial government. Pre-qualification is an important aspect of procurement in both the public as well as private sectors. The exercise has been designed to help participants understand that basic concept; learn to determine relevant pre-qualification criteria and assign appropriate weights to the criteria for a given project.

**Subject:** Management Information Systems

**Teaching Note:** Yes

**LUMS No.:** 18-442-2014-1

### SAPPHIRE DAIRIES (PVT) LTD (A) WHERE DID THE BUSINESS PLAN GO WRONG?

Shaikh S E, Rauf A, Rana A I, Seyyed F J

The Sapphire Group entered the nascent commercial dairy sector in 2007. A critical driver in this decision was the financial attractiveness of the business plan presented to them in an electronic spread sheet form by one of the largest milk processing companies in Pakistan. The case presents the situation in 2010 when Sapphire Dairies is incurring substantial and unexpected losses 2 years into the operations. The outlook seems bleak if operations continue without change. The CEO needs to evaluate what went wrong with the plan and whether they can turn the project around.

**Subject:** Management Information Systems

**Teaching Note:** Yes

**LUMS No.:** 18-441-2014-1

### MOBILINK (A): THE EID PRE-PAYMENTS DECISION

Shaikh S E

A joint team of the Commercial and Technical Divisions at Mobilink, including their Directors, had to finalise the pre-payments capacity allocation for the nearing Eid-ul-Azha holiday. Transaction volumes peaked to 30-40% above the norm and the revenue was critical to the targets set by the parent company in Egypt. Due to the one month lead time, they only had a few days to place the order. The one decision under debate was the capacity split between the two pre-payment methods: (i) scratch-cards and (ii) phone-to-phone "JazzLoad". One of the directors in the Commercial Division is uneasy about having to shoulder the consequences of the majority proposal to split network transaction capacity. It keeps high-margin scratch cards to the minimum due to the technical complexity involved in handling the infrastructure. The Director of the Technical Division has thrown his weight behind this option. The scale of demand and number of uncertainties make even a few percentage points important in achieving earnings targets. But how could they say what ratio was "right"? The protagonist has to make use of a recess of half a working day to come up with a better decision-making approach. He also has to decide what data he really needs and what he does not.

**Subject:** Management Information Systems

**Teaching Note:** Yes

**LUMS No.** 18-439-2013-1

**MOBILINK (B)**  
**Shaikh S E**

This case provides a sequel of Case A (LUMS No. 18-439-2013-1).

**Subject:** Management Information Systems  
**Teaching Note:** Yes  
**LUMS No.** 18-440-2013-1

**SAPPHIRE DAIRIES (PVT) LTD (A) WHERE DID THE BUSINESS PLAN GO WRONG?**  
**Shaikh Se, Rauf A, Rana AI, Seyyed FJ**

The Sapphire Group entered the nascent commercial dairy sector in 2007. A critical driver in this decision was the financial attractiveness of the business plan presented to them in an electronic spread sheet form by one of the largest milk processing companies in Pakistan. The case presents the situation in 2010 when Sapphire Dairies is incurring substantial and unexpected losses 2 years into the operations. The outlook seems bleak if operations continue without change. The CEO needs to evaluate what went wrong with the plan and whether they can turn the project around.

**Subject:** Management Information Systems  
**Teaching Note:** Yes  
**LUMS No.** 18-441-2014-1

**TELESEHAT CAPITALIZING ON TELEMEDICINE IN PAKISTAN (A)**  
**Farooq B, Hassan S Z**

This case illustrates the use of innovation process by a technology company, Comcept, to build a profitable telemedicine start-up in Pakistan, where previous efforts in telemedicine were rudimentary and philanthropic. It highlights the market need for telemedicine in the country, and provides an account of the innovative technology products, clinical processes and awareness campaigns developed by the company. It provides a good background to discuss the challenges and risks that the company faces, as it looks to form strategic partnerships, to transition from its start-up stage towards becoming a profitable company.

**Subject:** Management Information Systems  
**Teaching Note:** Yes  
**LUMS No.** 18-436-2012-1

**US DENIM - THE DYEING CAPACITY ENHANCEMENT DILEMMA (A & B)**  
**Kiran Shakeel, Syed Zahoor Hassan**

This case presents a situation where a firm has focused on establishing itself as a leading world class player in the denim industry. The case presents an opportunity to examine in detail how various innovative ideas have been utilized by the company to not only establish a reputation for quality, but also achieve high growth and high profitability. Focusing on learning from its own and other organizations' experiences to innovate vis-à-vis plant layout design, Human Resource policies, and the use of IT and Marketing approaches has provided US Denim with a distinctive competitive advantage. This case provides many opportunities for learning about the issues and challenges in leveraging innovation.

**Subject:** Management Information Systems  
**Teaching Note:** Yes  
**LUMS No.** 18-435-2011-1

**NATIONAL INSTITUTE FOR BIOTECHNOLOGY AND GENETIC ENGINEERING (NIBGE): MUTANT SPIDER-COTTON**  
**Chatha K A**

The case illustrates a crop variety development and registration process employed in Pakistan, and provides an account of the enablers and challenges faced by a public sector biotechnology based R&D organization, while developing and registering a state of the art innovation, namely, Hvt cotton variety. The case also provides a useful ground to discuss factors involved in mass production and commercialization of crop varieties such as intellectual property rights and the roles which multinational organizations can play in this regard. The discussion is taken further by explaining actions

taken by the Government of Pakistan, such as passing bills to enforce IP laws in order to facilitate development and commercialization of new plant varieties, and the likely consequences it may bring about for multinational organizations, farmers, and public sector R&D organizations.

**Subject:** Management Information Systems  
**Teaching Note:** Yes  
**LUMS No.** 18-434-2011-1

**UDL DISTRIBUTION (A): “IT - ENABLING” A SALES FORCE**  
**Sheikh S E**

The Sales Director of a nationwide, family owned, Rs 4.6 billion pharmaceuticals distributor, UDL Distribution, is faced with the decision of replacing the sales forces’ manual order-booking with one using handheld devices. Being amongst the Big 5 in the Pakistani market, the prime motivation is to catch up with the rest of the players and not lose credibility with their principals, the pharmaceutical companies. While some of the major players had done this more than a decade ago, the recent project survey report submitted by the Operations and IT Director reveals that even smaller local distributors have adopted the technology and the nationwide top player has already done so. The report presents the protagonist with choices to make about the set of software features, the software vendor and the handheld device. However, in justifying the project expense (between Rs 3.7 and Rs 6.4 million, depending on the choices made) to the Executive Director (also his elder brother) the issue of precisely how much productivity improvement is expected becomes a bone of contention. The IT hardware budget has traditionally been Rs 0.5 million annually. Competitive pressures on margins and cash flows also feature greatly. Ultimately, it is the Executive Director’s style of managing the business by thrift and tight efficiency targets that wields the greatest pressure on the Sales Director. In Case (A), the focus is on the three choices in the report and how to sell the project to the Executive Director faced with a “why fix what ain’t broken” concern. In Case (B), the decision shifts to a pilot project that promises 20% reduction in sales headcount (not increase in outlet coverage). The initial pilot fails. Case (C) then describes how UDL persists with the project and achieves success in other major cities.

**Subject:** Management Information Systems  
**Teaching Note:** Yes  
**LUMS No.** 18-433-2010-1

**UDL DISTRIBUTION (B): “IT - ENABLING” A SALES FORCE**  
**Sheikh S E**

(NOT FOR SALE OR DISTRIBUTION WITHOUT CRC DIRECTOR APPROVAL) The Sales Director of a nationwide, family owned, Rs 4.6 billion pharmaceuticals distributor, UDL Distribution, is faced with the decision of replacing the sales forces’ manual order-booking with one using handheld devices. Being amongst the Big 5 in the Pakistani market, the prime motivation is to catch up with the rest of the players and not lose credibility with their principals, the pharmaceutical companies. While some of the major players had done this more than a decade ago, the recent project survey report submitted by the Operations and IT Director reveals that even smaller local distributors have adopted the technology and the nationwide top player has already done so. The report presents the protagonist with choices to make about the set of software features, the software vendor and the handheld device. However, in justifying the project expense (between Rs 3.7 and Rs 6.4 million, depending on the choices made) to the Executive Director (also his elder brother) the issue of precisely how much productivity improvement is expected becomes a bone of contention. The IT hardware budget has traditionally been Rs 0.5 million annually. Competitive pressures on margins and cash flows also feature greatly. Ultimately, it is the Executive Director’s style of managing the business by thrift and tight efficiency targets that wields the greatest pressure on the Sales Director. In Case (A), the focus is on the three choices in the report and how to sell the project to the Executive Director faced with a “why fix what ain’t broken” concern. In Case (B), the decision shifts to a pilot project that promises 20% reduction in sales headcount (not increase in outlet coverage). The initial pilot fails. Case (C) then describes how UDL persists with the project and achieves success in other major cities.

**Subject:** Management Information Systems  
**Teaching Note:** Yes  
**LUMS No.** 18-434-2010-1

**UDL DISTRIBUTION (C): “IT - ENABLING” A SALES FORCE**  
**Sheikh S E**

(NOT FOR SALE OR DISTRIBUTION WITHOUT CRC DIRECTOR APPROVAL) The Sales Director of a nationwide, family owned, Rs 4.6 billion pharmaceuticals distributor, UDL Distribution, is faced with the decision of replacing the sales forces’ manual order-booking with one using handheld devices. Being amongst the Big 5 in the Pakistani market, the prime motivation is to catch up with the rest of the players and not lose credibility with their principals, the pharmaceutical companies. While some of the major players had done this more than a decade ago, the recent project survey report submitted by the Operations and IT Director reveals that even smaller local distributors have adopted the technology and the nationwide top player has already done so. The report presents the protagonist with choices to make about the set of software features, the software vendor and the handheld device. However, in justifying the project expense (between Rs 3.7 and Rs 6.4 million, depending on the choices made) to the Executive Director (also his elder brother) the issue of precisely how much productivity improvement is expected becomes a bone of contention. The IT hardware budget has traditionally been Rs 0.5 million annually. Competitive pressures on margins and cash flows also feature greatly. Ultimately, it is the Executive Director’s style of managing the business by thrift and tight efficiency targets that wields the greatest pressure on the Sales Director. In Case (A), the focus is on the three choices in the report and how to sell the project to the Executive Director faced with a “why fix what ain’t broken” concern. In Case (B), the decision shifts to a pilot project that promises 20% reduction in sales headcount (not increase in outlet coverage). The initial pilot fails. Case (C) then describes how UDL persists with the project and achieves success in other major cities.

**Subject:** Management Information Systems  
**Teaching Note:** Yes  
**LUMS No.** 18-435-2010-1

**ROZEE.PK**  
**Sheikh S E**

Rozee.pk is a case about how an entrepreneur that has recently migrated from the Silicon Valley to Pakistan is going about the commercial launch of his fourth (commercial) dot-com venture - as a late entrant into the online job-posting and search market. The difference this time is that revenue streams will be coming from within the low e-readiness economy of Pakistan itself. The key decision the protagonist faces is how to move from free to paid services: delays add to the “burn rate” and allow heavy promotions by a rival to capture market share. Launching prematurely may hurt the Rozee brand while pursuing key accounts.

**Subject:** Management Information Systems  
**Teaching Note:** Yes  
**LUMS No.** 18-432-2008-1

**JANG ONLINE**  
**S Khurram, Hassan S Z**

This case provides an opportunity to understand various issues and challenges involved in developing and expanding an online business. It captures the motivation, process, technical and business decisions, and related results obtained by Jang Group in starting Jang Online.

**Subject:** Management Information Systems  
**Teaching Note:** Yes  
**LUMS No.** 18-427-2004-1

**SAPPHIRE GROUP: DECIDING ON AN INTEGRATED ENTERPRISE SYSTEM APPLICATION**  
**Paracha A, Hassan S Z**

1. Importance of clearly defined objectives for any IT projects. 2. Need for linking proposed solutions with the specific business objectives and organizational capabilities. 3. Significance of taking a phased and gradual approach in implementing new IT solutions – need to distinguish between ‘real’ urgency for quick implementation and the perceived urgency to rush. 4. Highlight the factors that influence ability of an organization to derive benefits from outside consultants – need for spelling out clear TORs and expectations for hiring consultants. 5. Understand the differences in various objectives for implementing an enterprise system. Scope: Full scale (packages) vs limited (supplier) & ICI Phases: One-go implementation vs phased (KSB) (Packages) Purpose: a) Integration & access to

information for decision making – no → Packages b) Reporting needs and coordination → immediate competitive pressure access to financial and cost information → ICI c) Competitive pressure KSB → (supplier) d) As a key tool to instil major organizational transformation Nirala. 6. How → e) Tool for managing rapid expansion and multi-location growth the same technology may be utilized by a specific organization depending on how the needs are perceived – Ferguson and Techlogix approaches to use of Oracle Financials at Sapphire. 7. Roles and responsibilities of senior management, IT managers and consultants in use of IT. 8. Factors that influence top management's decisions to select and choose consulting firms – Techlogix and Ferguson comparison by Shahid Abdullah.

**Subject:** Management Information Systems  
**Teaching Note:** Yes  
**LUMS No.** 18-428-2004-1

#### **FAMILY PLANNING ASSOCIATION OF PAKISTAN : DEVELOPMENT OF AN IT INFRASTRUCTURE** **Ikram Z**

Family Planning Association of Pakistan (FPAP), Pakistan's largest NGO, provides reproductive health and family planning solutions in both static and mobile settings to marginalized segments of society, mainly women and adolescents. The FPAP case deals with issues related to the development of an information technology (IT) infrastructure in a large scale NGO. The wide geographical span of the organization and the extent of its operations necessitated a need for an automated electronic data and information management. Moreover, the organization was under consistent pressure from donor agencies to adopt certain measures of electronic data transfer, which the management was finding difficult to undertake. The case addresses the issues of identification of the areas and departments where IT-related services could be deployed. It also presents the justification to develop a computer-based system in the identified areas and introduces the steps taken by the current management and the MIS department in enhancing IT-related services in the organization.

**Subject:** Management Information Systems  
**Teaching Note:** Yes  
**LUMS No.** 18-431-2004-1

#### **PACE (PAKISTAN) LIMITED** **Hassan S Z, Shami S**

The case describes the manner in which a retail department store, Pace (Pakistan) Limited, decided to use a computer based system. In this process it had to set up various industry related processes for the first time. This case highlights a number of concepts and issues related to the use of Information Technology in business organizations.

**Subject:** Management Information Systems  
**Teaching Note:** Yes  
**LUMS No.** 18-406-97-1

#### **SYED BHAIS (PVT) LIMITED** **Hassan S Z, Shami S**

The case deals with a situation in which an established precision engineering manufacturing firm was entering a new business venture. In the past, the firm had dealt with the OEM and institutional buyer markets, but the new venture Syed Bhais Lighting Ltd (SBLL), would be in a consumer mass-market area. SBL used information technology primarily to provide operational support, and its implementation process had been somewhat ad hoc. For the new business, SBLL, an IT plan had been formulated with the idea that IT would form an integral part of the business processes. The case describes the historical development and evolution of IT function at SBL and gives details of the process followed to design, develop and implement IT based systems for the new venture, SBLL. This case could be used in the introductory MIS course of the MBA programme.

**Subject:** Management Information Systems  
**Teaching Note:** Yes  
**LUMS No.** 18-407-97-1

## **DESCON'S RAPID COST MONITORING SYSTEM**

**Hassan S Z, Khawaja K Q**

Descon was a fully integrated engineering and construction company providing a wide range of technical services within and outside Pakistan. The company planned to improve its existing management information systems, particularly the cost analysis reports which did not present timely information on occurrence of costs on projects. A "Rapid Cost Monitoring System" had been suggested to monitor costs. Teaching Purpose: to enable students to analyse the issues in design, development, and implementation of information systems.

**Subject:** Management Information Systems

**Teaching Note** No

**LUMS No.** 18-375-96-1

## **PACKAGES LIMITED: THE ROLE OF INFORMATION SYSTEMS**

**Hassan S Z, Shami S**

Packages Limited, the largest paper, board and packaging plant in the country started as a joint venture between the Wazir Ali Group and Akerlund & Rausing of Sweden in 1956. This case provides an opportunity to study how the use of information technology evolved in an organization over a 20 year period. Packages had to determine the specific role of information technology in the new competitive business environment and develop a complete Information System Plan.

**Subject:** Management Information Systems

**Teaching Note:** Yes

**LUMS No.** 18-395-96-1

## **THE KARACHI STOCK EXCHANGE**

**Mahoon Z, Hassan S Z**

This note describes the Karachi Stock Exchange (KSE), which was established in 1947 with an initial listing of 5 companies, and a membership of 90 (although there were only a dozen active brokers); in 1992 there were 200 members of which 133 were active and used their membership for trading. This note covers various aspects of KSE, including trading and settlement procedures, tallying of transactions, clearing and settlement etc.

**Subject:** Management Information Systems

**Teaching Note:** No

**LUMS No.** 18-262-94-2

## **NOTE ON TRADING SYSTEMS DESIGN**

**Mahoon Z, Hassan S Z**

This note covers various aspects of trading systems design. These include bidding systems (manual or automated), comparison systems (two-sided, one-sided and locked), match criteria, clearing and settlement, netting systems, defaults and trade guarantees, central depository etc.

**Subject:** Management Information Systems

**Teaching Note:** No

**LUMS No.** 18-263-94-2

## **SCHAZOO LABORATORIES**

**Hassan S Z, Malik O R**

The Schazoo Laboratories (Pvt) Ltd case is based on a pharmaceutical company which had recently inducted fresh MBAs in its top management cadre. The marketing and manufacturing management defined the company's new strategic course and explored the strategic leverage capabilities of Information Technology.

**Subject:** Management Information Systems

**Teaching Note:** Yes

**LUMS No.** 18-264-94-1

**VARIETY BOOKS (A)**  
**Hassan S Z**

The Variety Books case illustrates a small scale high-growth retail business. In 1993, Variety Books modified its existing inventory control system. The process involved the decision to replace a packaged software with a customized system, selection of a software vendor, and the formation of a close working relationship between the Manager and the vendor during the design and development phases. At the time of implementation, the Manager's overriding concern was the significant loss due to pilferage by his employees in the shop. This problem could affect the proper utilization of the new system as well as the Manager's plans for future business growth.

**Subject:** Management Information Systems  
**Teaching Note** Yes  
**LUMS No.** 18-265-94-1

**MASTER MOTORS ENGINEERS**  
**Hassan S Z, Malik O R**

Master Motors Engineers is a case based on the planning and development of Information System (IS) at a car repair garage. The IS was based on a pre-packaged software brought by Qadeer Saigol, the owner-operator from Canada. The business had realized certain benefits from the package. In 1994, the owner-operator thought that expansion of the computer facilities through a Local Area Network (LAN) would help the company in realizing greater benefits.

**Subject:** Management Information Systems  
**Teaching Note:** Yes  
**LUMS No.** 18-267-94-1

**CRESBANK: SYSTEM DESIGN CONSULTANT'S SELECTION**  
**Hassan S Z, Khan F A**

Two young assistant managers at a newly instituted bank had to select a consultant capable of designing a detailed Information System Plan (ISP). The case depicts the requirement assessment, evaluation criteria, and procedures adopted by the two in trying to make the right choice.

**Subject:** Management Information Systems  
**Teaching Note:** No  
**LUMS No.** 18-162-92-1

**INFORMATION SYSTEMS AT RUPALI**  
**Hassan S Z, Ashraf S**

The case emphasizes the evolution of Information Systems and issues relating to local area networks (LANs) and wide area networks (WANs). The Manager, Electronic Data Processing Department at Rupali had to prepare a budget proposal for the next computerization phase involving extension of existing network technology.

**Subject:** Management Information Systems  
**Teaching Note** No  
**LUMS No.** 18-099-91-1

**MOHAMMAD FAROOQ TEXTILE MILLS LIMITED**  
**Hassan S Z**

The case provides an opportunity to analyse the effective utilization of computer technology by a textile manufacturing unit to manage its production system. Ten years into the systematic computerization of the different departments, the Director had to formulate the future course of action for the unit's Office of Computer Services.

**Subject:** Management Information Systems  
**Teaching Note:** No  
**LUMS No.** 18-100-91-1

**TRAVEL AND TOURS CORPORATION (PVT) LIMITED**  
**Hassan S Z, Bokhari S**

As part of their MBA project, four students had to decide whether or not to recommend that a computer based information system for a travel agency should be established. If they decided for such a system they had to come up with a suitable software vendor and an implementation plan. The case emphasizes the issues involved in determining the specific system requirements.

**Subject:** Management Information Systems  
**Teaching Note:** No  
**LUMS No.** 18-161-91-1

**INVENTORY SYSTEM AT SHAKARGANJ**  
**Erskine J A , Hassan S Z, Rana A I**

A young Assistant Manager Administration, at Shakarganj had to draw up a proposal to improve the inventory management system at the factory. While the balance sheet of the factory showed an 8,000 item inventory of Rs 24 million, items worth only Rs 7.6 million had been used. The case outlines the prevalent inventory management system with a view to recommend improvements, and at times, innovation.

**Subject:** Management Information Systems  
**Teaching Note** No  
**LUMS No.** 18-068-90-1

**POF HOSPITAL**  
**Hassan S Z, Jamil N**

This case deals with the issues involved in initiation of computer-based information systems at a large organization that was under pressure due to administrative problems. Rapid increase in the number of patients without a corresponding increase in serving staff, and the top management's perception that it had lost control over day-to-day operations were some of the many problems. Even the issue of computerization was controversial; the top management, the controlling authority of the hospital, felt that it might be the answer to current problems, while hospital management did not agree.

**Subject:** Management Information Systems  
**Teaching Note** Yes  
**LUMS No.** 18-012-89-1

**POF HOSPITAL (A)**  
**Hassan S Z, Jamil N**

The Commanding Officer, POF, reviewed the recommendations of the hospital's MIS department for computerizing operations. These included investing in a new computer system with a special software package. The management's lukewarm support and the staff's lack of computer expertise made the decision harder.

**Subject:** Management Information Systems  
**Teaching Note** No  
**LUMS No.** 18-013-89-1

**POF HOSPITAL (B)**  
**Hassan S Z, Jamil N**

This case provides a sequel to case A (LUMS No. 18-013-89-2). Some of the fears of the Commanding Officer were realized after eighteen months into computerization. He had also been notified that the expense on computerization would only be justified if it was instrumental in resolving the existing drug inventory system problem. This meant planning a new phase of computerization.

**Subject:** Management Information Systems  
**Teaching Note** No  
**LUMS No.** 18-035-89-1

**INFORMATION SYSTEMS AT SHAKARGANJ**  
**Rana A I, Hassan S Z**

**Subject:** Management Information Systems  
**Teaching Note** No  
**LUMS No.** 18-036-89-1

**HUSEIN SUGAR MILLS LIMITED**  
**Khan F A, Hassan S Z**

**Subject:** Management Information Systems  
**Teaching Note** No  
**LUMS No.** 18-037-89-1

**PACKAGES LIMITED (C)**  
**Hassan S Z**

This case provides a sequel to case A (LUMS No. 18-008-88-1) and case B (LUMS No.18-009-88-1). The case presents a technical manager's anxiety and reservations about a new motherboard in a bid to upgrade the network system at the organization.

**Subject:** Management Information Systems  
**Teaching Note** No  
**LUMS No.** 18-038-89-1

**PACKAGES LIMITED (A)**  
**Hassan S Z, Naqvi M**

This is the first of a series of cases that follow a packaging organization's move towards in-house computerization. It provides the background on the procedures of the company and its requirements. Appendices include two presentations made by two leading computer vendors in the country.

**Subject:** Management Information Systems  
**Teaching Note** Yes  
**LUMS No.** 18-008-88-1

**PACKAGES LIMITED (B)**  
**Hassan S Z, Naqvi M**

This case provides a sequel to case A (LUMS No. 18-008-88-1). It presents the Assistant Manager's evaluation of the relevant processing speed and memory capacity system for his organization. The case also lists the different options available to him and states how he eventually made his decision.

**Subject:** Management Information Systems  
**Teaching Note** No  
**LUMS No.** 18-009-88-1

**AKBAR MOTORS (A)**  
**Hassan S Z, Rana A I**

Akbar Motors was a small sized organization trying to computerize its inventory under a limited budget. The company already had a good inventory control system that was not being fully utilized. The Director's dilemma was first, to choose the right programme and vendor, and then to convince his father to extend the requisite funds.

**Subject:** Management Information Systems  
**Teaching Note** Yes  
**LUMS No.** 18-010-88-1

**AKBAR MOTORS (B)**  
**Hassan S Z, Rana A I**

This case provides a sequel to case A (LUMS No. 18-010-88-1). The case narrates the Director's plight as 18 months of effort and judgement seemed to be going waste in a system that was slow, seemed overloaded, and kept giving error messages.

**Subject:** Management Information Systems  
**Teaching Note** No  
**LUMS No.** 18-011-88-1

## CORPORATE LAW

### THE ROLE OF THE LAW AND THE POLICE IN PERPETUATING HONOUR KILLINGS IN PAKISTAN

Shah S

Since the inception of Pakistan in August 1947, the principle of mitigation in common law has often been manipulated to promote honour killings, but with the Islamization of the laws in Pakistan in the 1980s, Islamic law has also been utilized to perpetuate honour killings. Before the Hudood Ordinance, although promiscuity was regarded as a grave religious and cultural wrong, it was not considered a crime. With the enactment of the Hudood Ordinance, sex outside marriage has become a distinct criminal offence punishable by Rajm or stoning to death. The Hudood Ordinance has adversely and holistically impacted women in Pakistan, specifically in the context of honour killings. The Ordinance has provided convenient means in the tribal and rural communities to justify acts of honour killings. This note examines the role of the law and the police in perpetuating the murder of countless women in the name of so-called honour for allegedly committing Zina.

**Subject** Corporate Law  
**Teaching Note:** No  
**LUMS No.** 19-003-2004-1

### UNIVERSAL BRUSHWARES (PVT.) LIMITED

Haider S I, Sipra N

Judge Syed Abdul Rehman was reviewing the facts of his most recent case, which was an intellectual property right dispute. This dispute was between the plaintiff Universal Brushwares (UB) (Pvt) Ltd. and defendants Syed Industries with four others. The plaintiff had accused the defendants of making replicas of its formally registered “Action” toothbrushes. In contrast, the defendants maintained that the alleged design of the plaintiffs was neither new nor original; therefore its registration was invalid. Moreover they argued that the shape of the brush was actually borrowed from a universally used dental medical device, and several foreign companies had already designed brushes with bristles set in a similar manner to that of the bristles of the plaintiff’s designed brushes. The judge was pondering over the consequences of his pending decision. He realised he had to make a decision based on the facts of the case, the Patents and Design Act, and an article he had recently read on the Paris Agreement for the protection of industrial property.

**Subject** Corporate Law  
**Teaching Note:** No  
**LUMS No.** 19-004-97-1

## ENTREPRENEURSHIP/ MANAGEMENT OF SMALL BUSINESS

### CAPITAL DAIRY & LIVESTOCK - BUFFALO VS COW DECISION

Rauf H, Abidin S Z

This case was about the experience of an entrepreneur in setting up a dairy business. The case highlighted the dynamics of dairy business in the Pakistani market. It also elaborated on the value chain of the dairy business along with the milking life cycle of the cattle. It explained the operations of a cattle farm and the systems to manage the business. It highlighted the important elements of managing the cattle farming business along with the business dynamics. The case elucidated the role of the farm workers and the systems needed to manage the business. It also provided information on the economics of managing and running a cattle farm. The major cost elements were food and overheads. The yield determined the revenue side of the business and was directly related to the farm management practices. The case ended where the entrepreneur wanted to review his business model of selling buffalo milk and to work out the dynamics of the cow milk business.

**Subject:** Entrepreneurship  
**Teaching Note:** Yes  
**LUMS No.:** 23-069-2016-1

### THE SAHAF FAMILY (A)

Rana AI

The case tracked the story of the Sahaf family over three generations. The story contained the vicissitudes of both the family and their business over the years. The basic issues related to the shared dream/common vision within the family, inter-relationships of the family and the business, and managing change.

**Subject** Entrepreneurship  
**Teaching Note** Yes  
**LUMS No.:** 23-068-2016-1

### GARDENERS: THE GARDEN STYLISTS

Imran Y, Shahid M S

This case revolves around the brainchild of four school friends, belonging to different educational backgrounds and possessing diverse sets of personality traits. There was a common goal which united them—Gardeners. This idea of initiating an entrepreneurial venture was perceived by them many years ago. However, it never materialised until late August 2014, when they got together and decided to fulfil the dream that they had once envisioned. Before taking a decision as to whether or not to proceed with the new venture, students must carry out an appraisal of the viability of the business by undertaking a feasibility analysis.

**Subject** Entrepreneurship  
**Teaching Note** Yes  
**LUMS No.:** 23-067-2016-1

### QADRI GROUP'S 100 YEARS: REFLECTION AND FUTURE PLANNING

Jajja MSS, Hassan SZH

The case describes the situation of over a hundred year old family owned business group—Qadri-Group (QG). The business was primarily managed by the male members of the family. QG was facing challenges in the family's interplay with the group's business. Meanwhile, QG also foresaw several new business opportunities and challenges in domestic and international markets that required greater focus and harmony among the family members and group companies. QG's board of directors (BoD) felt that a unanimously formulated family constitution was needed to manage the increasing complexity in the family as the group ventured out to benefit from the emerging business landscape.

**Subject** Entrepreneurship  
**Teaching Note** Yes  
**LUMS No.:** 23-066-2015-1

## **HUNTING THE HEFFALUMP: A CASE STUDY OF FOUR INSPIRATIONAL ENTREPRENEURS**

**Imran Y, Shahid M S**

This case can be used in the introductory class of an undergraduate or an MBA course in entrepreneurship. It will address a fundamental question that continues to trouble students of Entrepreneurship even after they may have taken the entire course. When these students become conscious of the stark contrast that exists between entrepreneurship in a classroom setting and how real-life entrepreneurs tend to behave, and observe the discrepancy between learning theories of entrepreneurship and testing these theories in the real world, they remain stuck at the same basic question: What is it that entrepreneurs really do? This case aims to help students reason out this question, and also serve the following objectives: • Provides instructors with an excellent opportunity to discuss predominant entrepreneurial traits through some inspirational real-life examples. By comparing and contrasting the successful entrepreneurs in this case, the students will understand that although a universal portrayal of an entrepreneur is not possible, entrepreneurs tend to have certain fundamental similarities in their traits, which can be framed together to propose an “Entrepreneurial DNA.” • Provides an in-depth analysis of the planning and analysis process of entrepreneurs using the parsimonious planning and analysis framework, and helps students understand how entrepreneurs maintain a judicious balance between action and analysis.

**Subject** Entrepreneurship  
**Teaching Note** Yes  
**LUMS No.:** 23-065-2015-1

## **POLO LOUNGE**

**Butt A N, Hemani S**

The case can serve as a classic example of two young women entrepreneurs who have the idea and resources to pursue their venture but are wary of their plan due to certain shortcomings stemming from their own skills (e.g. lack of relevant experience, managerial incapability) and some that are inherent to the project ( e.g. new concept, distant location). Students’ learning could come in the form of a critical analysis of the business plan carried out with the help of managerial concepts taught in the entrepreneurship course. This would bring out the key missing components of a good business plan identified only by a systematic/formal analysis as opposed to an intuitive approach carried out by most entrepreneurs. A brief discussion of the epilogue could raise a debatable issue; intuitive versus formal/systematic approach in developing a business plan and the success probability of each.

**Subject** Entrepreneurship/ Management of Small Business  
**Teaching Note** Yes  
**LUMS No.** 23-063-2008-1

## **SIFFAT TUTORIAL SYSTEMS**

**Amir I, Nawaz M**

The Siffat Tutorial Systems (hereafter referred to as the ‘Siffat Academy’) was conceived in September 1999 by members of the Anwar family mainly in response to their deteriorating financial condition. After spending 10 years in Saudi Arabia as an engineer, Mr Anwar had returned to Pakistan mainly due to a chronic back condition. His deteriorating health limited his attempts at running a successful real estate business in Lahore. Mr Anwar was also concerned about the future of his only son, Masood, who after graduating from University had remained unemployed for four years. Furthermore, Masood’s involvement in Mr Anwar’s real estate business was also not encouraging. With dwindling financial resources, Mr Anwar requested his eldest daughter, Nadia and son-in-law Usman Qayyum, to help Masood in generating an income that would hopefully enable his son to stand on his own feet. After considering a few options, a proposal to launch an academy was agreed upon. For this initiative, Mr Anwar allocated a total budget of Rs 300,000. Masood was given the task of selecting a suitable location for the academy. Nadia and Usman took on the responsibility of developing the curriculum and selecting tutors. In spite of a variety of promotional initiatives, the Siffat Academy was unable to recruit students. Within a year since the establishment of the academy, the project team had almost exhausted the allocated budget. Unable to understand the reasons for this failure, the project team was evaluating various courses of action.

**Subject** Entrepreneurship/ Management of Small Business  
**Teaching Note** Yes  
**LUMS No.** 23-062-2006-1

## **CASELETS ON ETHICAL DECISIONS**

**Khan W M**

The ethical situations exercise is intended to get students to examine their personal ethical views and those of their colleagues in a variety of settings. The exercise may be used in the Islamic Ethics course or in other courses. (I have used a similar Western exercise in my Entrepreneurship course to help students examine personal and prospective partner's ethics before launching new ventures).

**Subject** Entrepreneurship/ Management of Small Business  
**Teaching Note** Yes  
**LUMS No.** 23-061-98-1

## **STYLES & TRENDS (B)**

**Khan W M**

This case has been designed to illustrate the many operational problems faced by start-up ventures in a country where the infrastructure cannot support the needs of such firms. It underlines the determination and savvy necessary to survive in such an environment. It raises, in particular, the issue of expanding what appears to be a successful small scale operation into a major producer of quality garments.

**Subject** Entrepreneurship/ Management of Small Business  
**Teaching Note** Yes  
**LUMS No.** 23-010-93-1

## **POLYCON...WHAT NEXT? (A)**

**Khan W M, Awan S A**

The case presents an interesting account of an entrepreneur faced with the improbable situation where he had made an investment worth four million rupees and his only technology transfer contact had died. Since his understanding with the contact was mainly verbal and based on mutual good will, the contact's heirs were not legally bound to do anything for him.

**Subject** Entrepreneurship/ Management of Small Business  
**Teaching Note** No  
**LUMS No.** 23-008-92-1

## **POLYCON...WHAT NEXT? (B)**

**Khan W M; Awan S A**

This case is a sequel to case A LUMS No. 23-008-92-1, and presents the true entrepreneurial spirit of Ehsanullah Khan, who refused to give up in the face of an almost hopeless situation.

**Subject** Entrepreneurship/ Management of Small Business  
**Teaching Note** No  
**LUMS No.** 23-009-92-1

## **STYLES & TRENDS- THE START-UP DECISION**

**Khan W M, Riaz A**

This case follows events from the germination of an entrepreneurial venture by three LUMS graduates to the time that they actually set up a stitching unit. It gives personality profiles of the three partners and the market analysis, and allows students to evaluate the entrepreneurs and the opportunity that led them to start the venture.

**Subject** Entrepreneurship/ Management of Small Business  
**Teaching Note** Yes  
**LUMS No.** 23-006-90-1

**LIGHT ENGINEERING WORKS (A)**  
**Abid S , Khan W M**

This case deals with the basic concept of break-even or profitability analysis. Students are expected to calculate some profit numbers based on the assumptions made by the decision maker, as well as for the worst case scenario. The case exposes some of the limitations of 'quick and dirty' profitability analysis.

**Subject** Entrepreneurship/ Management of Small Business  
**Teaching Note** Yes  
**LUMS No.** 23-001-89-1

**LIGHT ENGINEERING WORKS (B)**  
**Khan W M**

This case provides a sequel to case A LUMS No. 23-001-89-1.

**Subject** Entrepreneurship/ Management of Small Business  
**Teaching Note** No  
**LUMS No.** 23-002-89-1

**PROGRESSIVE CARBONS- THE BUSINESS PLAN**  
**Khan W M**

The PC business plan was used to introduce the business plan prepared in anticipation of seeking equity or debt financing. The plan was actually prepared by the entrepreneurs themselves. The case is particularly useful if used with the case Progressive Carbons: The First 10 Years: LUMS No. 23-005-89-1. Students will be able to see how an improperly defined and evaluated opportunity worked for a few years only and then left the entrepreneur in a precarious position.

**Subject** Entrepreneurship/ Management of Small Business  
**Teaching Note** Yes  
**LUMS No.** 23-003-89-1

**PROGRESSIVE CARBONS LIMITED- THE FIRST TEN YEARS**  
**Khan W M**

This case focuses on the entrepreneur and the opportunity as two important elements in the entrepreneurial venture creation process. Students get to evaluate the entrepreneur and his way of recognizing and exploiting opportunity. This case is followed by the case Progressive Carbons - The Business Plan; LUMS No. 23-003-89-1, that forcefully demonstrates the power of the entrepreneur, and the way he evaluates opportunity.

**Subject** Entrepreneurship/ Management of Small Business  
**Teaching Note** Yes  
**LUMS No.** 23-005-89-1

## **BUSINESS ETHICS/ISLAMIC ETHICS**

### **MARKET FOR MORALS: CLIMATE CHANGE OPPORTUNITIES AND CHALLENGES**

**Ashraf N**

The technical note is suitable for undergraduate courses related to Business Ethics, and Corporate Social Responsibility. It is suitable for those students who have no previous knowledge of the particulars surrounding the topic of climate change, global accords in place to counter it, and the lead market mechanism which aims to solve the crisis using market mechanisms. The objectives of this note are: • Review the history of climate change and its recognition as a major threat to global and human systems • Review and evaluate the effectiveness of global accords (Kyoto Protocol) and market based mechanisms (CDM) in countering climate change • Review the involvement of Pakistani organizations in the CDM • Review the current status of CDM and carbon offset markets • Understand some of the criticisms surrounding CDM and carbon offset markets.

**Subject:** Business Ethics  
**Teaching Note:** No  
**LUMS No.:** 24-002-2016-2

### **PUNJAB GOVERNMENT'S PURCHASE OF MICROSOFT SERVICES AND PRODUCTS: THE QUESTION OF INTEGRITY AND ETHICS**

**Waheed Z**

The case revolves around an alleged case of bribery in August 2013 where the corruption watchdog Transparency International-Pakistan (TI) plays a role in forcing the involved parties to respond to allegations and bring the incident to closure. The allegations, raised by The Wall Street Journal, accuse the then Additional Chief Secretary of Punjab of accepting a paid trip to Egypt for himself and his spouse from Microsoft. This was followed by a lucrative USD 9 million contract awarded to Microsoft for the purchase of 15,000 Microsoft enterprise licenses. The allegations called into question the ethical conduct of the procuring agency. In the incident, TI, as an independent civil society organization, asks that other documents related to this procurement such as PC-I and PC-IV of the particular project be made public so that these can be scrutinised along with other available procurement documents so that any notions of misconduct could be dispelled.

**Subject:** Business Ethics  
**Teaching Note:** Yes  
**LUMS No.:** 24-037-2015-1

### **A TALE OF TWO MORALITIES**

**Zahid A, Lone R A**

This case describes an ethical problem faced by the owners of a reasonably successful business. It is an excellent vehicle for giving students an opportunity to analyse the personalities and perspectives of the two business partners. The contrasting approaches of the two owners of this business towards their ethical dilemma provide an interesting comparative aspect to this case. The case reveals that morally upright individuals can be pushed into scenarios wherein they, despite their good intentions, are unable to uphold duties imposed by law and morality.

**Subject:** Business Ethics  
**Teaching Note:** Yes  
**LUMS No.:** 24-036-2015-1

### **FRAUDS AND THEIR PREVENTION IN ORGANISATIONS**

**Ashraf M J**

Frauds consume precious organisational resources, so their prevention remains a major concern for all organisational stakeholders. This note is an attempt to understand the reasons for organisational fraud, its prevention mechanisms and the causes of those mechanisms' failures. Most of the instructional resources available on this topic are either too technical in nature or are too generic. Technical texts focus on fraud types and the specific tools and techniques that can be used to prevent them. Most of the material written by accountants (for accountants!) falls in this category. In contrast, there are these generic commentaries written by sociologists that address this issue from a sociological standpoint. While very insightful, their utility for executive training is limited. Most executives find these materials too abstract for their liking.

The primary motivation for writing this note is to create an instructional resource which falls in between these two extremes. The note covers technical issues, e.g. basic ingredients of internal control systems. At the same time, it links organisational frauds with crisis and contradictions of the capitalist mode of production. The author feels that this middle of the road approach can be of greater instructional value for MBA and executive education.

**Subject:** Business Ethics  
**Teaching Note:** Yes  
**LUMS No.:** 24-001-2014-2

**ENGLISH ELECTRIC CORPORATION**  
**Sipra N, Haider S I**

This case describes a real life problem faced by the management and employees of a well-run enterprise. The management and employees were unable to tackle the problem on their own and also failed to win the cooperation of the local police and the judiciary system. They eventually succumbed to the pressure of their tormentor and lost their sole bread earning source.

**Subject:** Business Ethics/Islamic Ethics  
**Teaching Note** Yes  
**LUMS No.** 24-035-98-1

**MOHAMMED ALI**  
**Azhar W, Amjad N**

The case focuses on a problem faced by Dr Asif Malik, In charge ICU, Raushan Hospital, Karachi. The information imparted was basically his observation and recollection. A respiratory therapist was suspected of being on drugs, and Dr Malik wondered whether the hospital's policies regarding such cases were appropriate.

**Subject:** Business Ethics/Islamic Ethics  
**Teaching Note:** No  
**LUMS No.:** 24-001-90-1

**DR HERBERT PHILIPS**  
**Culliton J**

The case provides an insight into the way in which cultures affect (or ought to affect) social, and indirectly, business relationships.

**Subject:** Business Ethics/Islamic Ethics  
**Teaching Note:** Yes  
**LUMS No.:** 24-013-89-1

## GENERAL MANAGEMENT

### KOHINOOR MAPLE LEAF: THE JOURNEY OF BUSINESS TRANSFORMATION

Zaffar M A, Hassan S Z

In 2004, a young Sayeed Saigol was appointed the CEO of his family's cement business- Kohinoor Maple Leaf Cement. Prior to the appointment he had been managing one of the dyeing units of the family's textile concerns and had done well by learning how to export to big names and brands. The cement business, on the other hand, was a less glamorous commodity business where the family's profitability was largely limited by heavy costs of production and an over reliance on large distributors. Sayeed took a few years to understand the industry dynamics and developed some new ideas to turn the underperforming business around. In order to help put his ideas into practice, he hired a long-time family friend as Chief Strategist, Arif Ijaz. In addition to the family connection, Arif brought a wealth of knowledge to bring about transformative change within organizations across different industries. Together, Sayeed and Arif set about transforming the organization over the next several years and made it a more competitive player in the industry. Now they had to worry about the next stage of this transformation process which could be driven by a broad-based senior management cadre.

Subject: General Management  
Teaching Note: Yes  
LUMS No.: 29-004-2017-1

### SIL: VALUE CHAIN AND STRATEGIC CHOICES

Jajja M S S, Hassan S Z

The case described the recent changes in the strategic positioning of Service Industries Limited (SIL) in its supply chain. Prior to 2011, SIL's production for the Pakistani market was sold through marketing and retailing network of Service Sales Corporation (SSC), as both SIL and SSC were owned by this group. However, in 2011 the companies parted ways based on two main conditions. Firstly, the SSC would continue to buy at least Rs. 3.8 billion worth shoes from SIL up to 2021. Secondly, SIL would give exclusive license to SSC to use Servis brand for the shoe business up to 2021. In the past four years, SSC had bought only the contractually required minimum amount of shoes from SIL i.e. of Rs. 3.8 billion per year. SIL started its own brand of wholesale, Klara, which represented only 6% of SIL's total shoes sales in 2014. Omar Saeed, CEO of SIL, was reflecting on his company's previous four years' performance. The annual report of SIL, (the company had two manufacturing businesses – shoes and tyres) revealed mixed news. Tyre business had made satisfactory progress towards the company targets, but the shoe business had gone through more ups and downs and was a source of worry for Omar Saeed. He also had to contend with the pressure of obtaining more business from high profile international customers like Zara, and to develop SIL's strategy for 2021 when SSC may not be there to give a Rs. 3.8 billion business.

Subject: General Management  
Teaching Note: Yes  
LUMS No.: 29-003-2016-1

### A NOTE ON UNIVERSITY GOVERNANCE

Butt A N, Hemani S

University governance has become an important international issue in higher education. Various developments in the higher education sector of Pakistan have created a momentum in understanding and implementing effective governance practices. A lot has to do with the transforming landscape of the higher education sector in the country. The past two decades have been critical in marking this change. Notable developments include growth in the number of higher education institutions, establishment of the Higher Education Commission (HEC), the devolution of education from the federal to the provincial level by the 18th and 19th amendments to the Constitution, and the overall increased representation of private sector institutions. As the state acknowledges the role of the tertiary sector in fuelling economic growth; and Higher Education Institutions (HEIs) compete in the midst of global pressure and complexities, effective university governance becomes the cornerstone for institutional growth and sustainability.

Subject: General Management  
Teaching Note: Yes  
LUMS No.: 30-004-2015-2

## **A NOTE ON ISLAMIC MANAGEMENT AND ORGANIZATION**

**Chatha K A**

This note provides a summary of the fundamental concepts and principles that comprise the Islamic management discipline as discussed by the mainstream academic scholars. Sources of these concepts and principles are the Quran, Sunnah, and the practices of the first four caliphs as interpreted by researchers. Thus, the note is normative in nature (i.e. the way things should be rather than the way things are) and is intended to be beneficial for business managers who need to understand these fundamentals before making any implementation strategies.

**Subject:** General Management

**Teaching Note** Yes

**LUMS No.:** 30-003-2015-2

## **DESIGNING RESULTS FRAMEWORK BASED IN M&E SYSTEMS FOR ONGOING PROGRAMS - THE EXAMPLE OF A GOVT ORGANISATION FROM PUNJAB**

**Bashir M**

This note presents a step-by-step guide on how to make an RF based M&E system to satisfy donor demands and requirements. It can be presented as a post-training reading at the end of regular M&E training sessions to help M&E managers, teams, and consultants create effective frameworks for public organisations.

**Subject:** General Management

**Teaching Note:**

**LUMS No.:** 30-002-2015-2

## **BUILDING A DASHBOARD FOR THE PUNJAB HEALTH DEPARTMENT**

**Rana A**

This case is about monitoring and evaluation (M&E) challenges in the Punjab Department of Health (DOH). Despite his substantial experience of working in senior managerial positions, Arif Nadeem, the Department Secretary, finds himself somewhat lost in the numerous department related reports and data sheets that keep on pouring from various quarters. He feels under-informed and over-informed at the same time. DOH regularly collects data on a range of indicators and there are multiple systems in place to collect the data from various health facilities. The following four systems are important. Firstly, the District Health Information System (DHIS) collects data on around 80 indicators covering treatment and spread of communicable and non-communicable diseases, human resources, facility utilisation, etc. Secondly, the M&E Assistants (MEAs) inspect primary healthcare facilities and report on 14 indicators covering the number of patients attended, staff presence, medicine availability, public opinion, etc. Thirdly, the DOH field operatives visit health facilities and report on various aspects of functioning in monthly meetings of officials at the district level. Since 2011, they have been using simple smartphone based applications to enter data on site and transmit it to the points of analyses instantaneously. Fourthly, progress on development projects is reported every month on prescribed pro forma covering physical progress as well as amount spent. In addition, tertiary care hospitals report on various aspects of their functioning on need basis and receipt/expense statements are regularly prepared by the Budget and Accounts section in the department. Often there is too much information to absorb. There is no effective system of filtering and processing information according to the needs of various managerial tiers. Arif realises that he needs a dashboard that can provide just enough detail to various users. Arif and his team deliberate on the choice of indicators for the dashboard. There is substantial disagreement on what to include and what to leave. The disagreement partly emanates from a lack of clarity on the mandate of the department and its senior management. Farasat, a key team member, proposes eight key areas for the dashboard. He proposes displaying these eight areas on the main screen and creating links to detailed district, tehsil and facility-wise data on selected indicators.

**Subject:** General Management

**Teaching Note** Yes

**LUMS No.:** 30-001-2015-1

## **GIKI MEMS LAB—ARCHITECTS OF TINY MACHINES**

**Omar A, Chatha K A**

The case describes the dynamics, an HEC hired foreign faculty Dr Shafaat Bazaz faced, in establishing a state of the art research lab at Ghulam Ishaq Khan Institute—a premier engineering institute in Pakistan that dealt in

designing tiny micro-electro-mechanical systems (MEMS). During five years of untiring efforts, the lab produced not only skilled human resources in MEMS technologies but also a number of cutting edge technologies (devices) comparable to and even surpassing specifications of their contemporaries. The efforts contributed significantly to introducing a new industry in the country. The case also highlights a plethora of entities that Bazaz interacted with while producing a continuous stream of funding for meeting bare minimum operational needs of the lab amidst other challenges while bearing a perpetual opportunity cost himself. By the time this case was written, MEMS lab had the capability of offering commercial design services to companies in Americas and Europe. At the same time, it was engaged in research collaborations with various international institutions for continuing to develop new technologies. The potential of producing revenues through commercial activity could be utilized for further development of the MEMS lab, its research potential and resources. However, any future decision on commercialising activity was dependent upon Bazaz's own future which was uncertain due to possible devolution of HEC in 2011 (as he was an HEC hired foreign faculty working at GIKI). Bazaz had to decide what the future held for MEMS lab and for himself.

**Subject:** General Management  
**Teaching Note** Yes  
**LUMS No.:** 30-002-2015-1

## **MONITORING AND EVALUATION FRAMEWORKS**

**Sethi A, Tariq A, Bashir M**

This note proposes the use of a basic five-step process for creating an effective monitoring and evaluation framework. Comprehensive tips and guidelines are provided for each step in order to ensure that the audience is able to make their framework as functional as possible, given the circumstances. Moreover, a single example, based on an actual project conducted in the Indian state of Bihar on Infant Mortality, is used throughout the note in order to clarify the steps and provide a consistent approach to tackling each section effectively. The purpose of this note, therefore, is to identify an M&E framework based on best practices identified by practitioners, donor organisations, and the author's personal observations. It provides a unique opportunity to effectively create any type of monitoring and evaluation framework because it is generic in nature; a direct contrast to the abundant practitioner manuals available for developing specific M&E frameworks. Therefore, even though the note only examines the Logical Framework Approach (LFA) and Results Framework (RF) in detail, based on DFID and USAID guidelines respectively, it can also be used to discuss a variety of other M&E frameworks, such as Results-Based Management (RBM), Theory of Change (TOC) and Logic Models. Local NGOs can also use it to develop indigenous M&E frameworks.

**Subject:** General Management  
**Teaching Note** Yes  
**LUMS No.:** 30-001-2014-2

## **QADRI GROUP: THE PROCESS OF WRITING THE FAMILY CONSTITUTION**

**Jajja M S S, Hassan S Z**

The case describes the process that Qadri Group (QG) was following to develop a mutually agreed upon family constitution in 2014. In early 2012, the family council made a family constitution committee of three third generation male cousins to run the process of developing the constitution. Subsequently, the committee hired a consultant in August 2012 to develop a preliminary draft of the family constitution. The effort of writing the draft with a consultant was unsuccessful. The family constitution committee concluded that a consultant alone could not write the family constitution for QG. In early 2013, the committee members decided that the constitution's first draft was to be written by Rizwan Qadri, a member of the committee. However, by August 2014, it was not yet ready. Though there was no progress on documenting the family constitution, the family council kept on trying to create a consensus on main issues such as involvement of female family members in business governance, employment conditions for family members and involvement of in-laws and relatives in the family business decisions. By August 2014, Rizwan Qadri was wondering what he needed to do to prepare the first draft by the end of the year. The options he considered were hiring another consultant, writing the first draft himself or using a combination of both approaches.

**Subject:** General Management  
**Teaching Note** Yes  
**LUMS No.:** 30-124-2014-1

## **CARE LAHORE: PREPARING A LOGFRAME**

**Mansoor S M, Haque E U**

LUMS MBA students, who are about to conduct a third party evaluation of the CARE Foundation as part of their final MBA project, need to come up with some success criteria and their indicators in order to evaluate CARE's progress and achievement. They have met with some key managers at CARE and have also looked at the organisation's vision and mission statements to get some clarity on CARE's overall goals and objectives. They now need an evaluation tool that can help them streamline all this information and give structure to their evaluation study. Many international donor agencies have been using the Logical Framework or Results Based Management as tools, both to help design and evaluate intervention programs. The student team decided to develop such a framework for CARE as a first step, prior to starting their evaluation project.

**Subject:** General Management

**Teaching Note** Yes

**LUMS No.** 30-121-2013-1

## **MONITORING AND EVALUATION IN THE PUNJAB HEALTH DEPARTMENT**

**Rana A**

This case is about the Monitoring and Evaluation (M&E) system in the Punjab Department of Health (DOH). There are two major arrangements for collecting data on the performance of Primary and Secondary Health Care facilities in the province. These are the District Health Information System (DHIS) and field-visit-based data collection by Monitoring and Evaluation Assistants (MEAs). The DHIS is based on regularly maintained registers at health facilities and covers 79 and 83 indicators for Primary Health Care (PHC) and Secondary Health Care (SHC) facilities, respectively. The facility in charge reports in a specific pro forma every month. Data is compiled at the district and the provincial level. The MEAs' data, on the other hand, is based on field visits. They collect data on 14 indicators which are focused mainly on managerial aspects of the facility. The MEAs' data is also compiled at the district and provincial levels. MEAs are employed by the Punjab Education Department and monitor health facilities in addition to their routine duties. They have demanded extra resources to cover their time and travel. The DOH does not agree to this demand prompting the MEAs to stop conducting field inspections of the health facilities. Mr Arif Nadeem, the Secretary of the Department, discusses the data collection process and the indicators used by the MEAs with his colleagues. He constitutes a three member Committee to examine in detail the indicators used by the MEAs. These indicators are then compared with the DHIS indicators and the committee is asked to present their recommendations, within the next three days, on whether MEAs' inspections should be continued or not.

**Subject:** General Management

**Teaching Note** Yes

**LUMS No.** 30-122-2013-1

## **CARE LAHORE: EVALUATION AND BEYOND**

**Mansoor S M, Haque E U**

Ms Neelum Mumtaz (Director Academics CARE Foundation) and Area Managers Mr Imran Shaukat and Ms Mahreen Mahmood are in a meeting discussing the first draft of an evaluation report on CARE. The report has been prepared by MBA students at the Lahore University of Management Sciences (LUMS). The report discusses CARE's school adoption model and provides information on the model's effectiveness by comparing/contrasting CARE adopted schools with government run schools. The purpose behind commissioning this report was to document CARE's performance for potential donors and government education officials. CARE managers are now deliberating over the results presented in the report. They need to decide if the report presents something worthwhile that can be shared with the government officials at the time of contract renewals of the adopted schools.

**Subject:** General Management

**Teaching Note:** Yes

**LUMS No.** 30-123-2013-1

## **MONITORING AND EVALUATION IN THE PUNJAB HEALTH DEPARTMENT**

**Rana A**

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are two major arrangements for collecting data on the performance of Primary and Secondary Health Care facilities in the province. These are the District Health Information System (DHIS) and field-visit-based data collection by Monitoring and Evaluation Assistants (MEAs). The DHIS is based on regularly maintained registers at health facilities and covers 79 and 83 indicators for Primary Health Care (PHC) and Secondary Health Care (SHC) facilities, respectively. The facility in charge reports in a specific pro forma every month. Data is compiled at the district and the provincial level. The MEAs' data, on the other hand, is based on field visits. They collect data on 14 indicators which are focused mainly on managerial aspects of the facility. The MEAs' data is also compiled at the district and provincial levels. MEAs are employed by the Punjab Education Department and monitor health facilities in addition to their routine duties. They have demanded extra resources to cover their time and travel. The DOH does not agree to this demand prompting the MEAs to stop conducting field inspections of the health facilities. Mr Arif Nadeem, the Secretary of the Department, discusses the data collection process and the indicators used by the MEAs with his colleagues. He constitutes a three member Committee to examine in detail the indicators used by the MEAs. These indicators are then compared with the DHIS indicators and the committee is asked to present their recommendations, within the next three days, on whether MEAs' inspections should be continued or not.

**Subject:** General Management  
**Teaching Note** Yes  
**LUMS No.** 30-122-2013-1

### **CARE LAHORE: EVALUATION AND BEYOND** **Mansoor S M, Haque E U**

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**Subject:** General Management  
**Teaching Note** Yes  
**LUMS No.** 30-123-2013-1

### **THE QADRI-GROUP: INNOVATING IN FAMILY BUSINESS** **Jajja M S S, Hassan S Z**

The case provides a real situation of a 100 year old patriarchal family business that is facing internal challenges in terms of interaction of the family members with business entities (eight companies) and external challenges in terms of selection of appropriate market opportunities and attainment of the capabilities required to tap these opportunities. Asim Qadri, Director Operations at Qadri Group (QG) had to understand and present to the Family Council how to formalize family values and related processes through family consultation and develop a technology strategy. Asim Qadri thought that it was a good idea to explain the group's technology strategy and core competence and highlight important aspects to be considered in order to benefit from upcoming business opportunities. The group had a history of technology partnerships with international technology leaders in the sugar plant manufacturing market and transferring technology. However, due to uncertainty in the local sugar plant manufacturing market and opening up of new opportunities in African countries, QG was currently facing technology and business challenges. Moreover, the local cement plant/consumable manufacturing market carried a lot of opportunities. However, QG was not sure about entering the cement plant manufacturing market without an experienced technology partner. The Director Operations also wondered how challenges related to the involvement of the fourth generation with the business would complicate the situation in years to come. He had to give suggestions on how to handle increased complexity (in terms of individual educational backgrounds, gender involvement issues, allocation of incentives to family members according to their profile, and so on). These issues were of increased importance as many male cousins of the third generation of the Qadri family were concerned about passing the baton to the fourth generation in the future. However, due to the complexity of the expanded business and family, confusion about the important aspects to be considered for development of future family and business strategy prevailed. Asim Qadri's suggestions were expected to increase the clarity of the issues to be addressed in the Family Constitution which was to be developed in the future.

**Subject:** General Management  
**Teaching Note** Yes  
**LUMS No.** 30-120-2012-1

**PROJECT MONITORING AND EVALUATION AT PUNJAB RURAL SUPPORT PROGRAMME**  
**Chatha K A**

This case emphasizes the importance of monitoring and evaluation (M&E) in social development projects. Particularly, it describes two approaches of monitoring and evaluating projects that were used at PRSP at different points in time.

**Subject:** General Management  
**Teaching Note** Yes  
**LUMS No.** 30-120-2010-1

**PROJECT MANAGEMENT APPROACHES AT TECHLOGIX**  
**Khan J H**

This case contrasts project management approaches at Techlogix; the highly structured formal project management systems and the relatively unstructured, informal project management systems. The Engyro project involved developing an Applications Service Provider (ASP) Payments System through a highly structured formal project management system, which created few problems in terms of product specification changes and development. However, a Financial Management System (FMS) developed for the Government of Guam through a relatively unstructured and informal project management approach proved to be a bad experience for Techlogix. Techlogix has historically been using multiple approaches to manage projects from highly structured configuration management systems to very informal systems and needs to decide on a standardized project management system. Kewan wants to standardize a project management approach for his company. The project managers at Techlogix fear that a standardized system would reduce flexibility available to Project Managers. They feel that a configuration and change management system would require a lengthy process to bring about changes in a project's specifications. This would eventually discourage change and create customer dissatisfaction or force the Project Managers to circumvent standardized procedures creating other problems.

**Subject:** General Management  
**Teaching Note:** Yes  
**LUMS No.** 30-118-2003-1

**COOPERATION FOR ADVANCEMENT, REHABILITATION, AND EDUCATION (CARE)**  
**Bari F, Rehman M G**

This case focuses on CARE- an NGO in the education sector. Seema Aziz, CARE's Chairperson, was facing the crucial decision of trying to decide whether the organization should expand by 'adopting' ten MCL schools or consolidate its own network or do both? Seema was tempted to undertake rapid expansion by 'adopting' the MCL schools but was wary of the obvious pitfalls. A debate on the available options and their associated pros and cons would make for a lively class discussion.

The case can be taught in MBA courses in growth and change management, and leadership. It can also be used in the area of strategy and policy. The case could also provide the basis for discussion in NGO training courses. All the issues mentioned are pertinent for NGOs. In addition, this case could be given as a supplementary reading in a development economics course where education and/or the role of NGOs is being discussed.

**Subject:** General Management  
**Teaching Note** Yes  
**LUMS No.** 30-116-2002-1

## **NIRALA SWEETS: THE KARACHI PROJECT DEBRIEF**

**Khan W M**

Nirala Sweets, Pakistan's leading *mithai* (sweetmeats) manufacturers is pursuing a geographical expansion. The company has successfully launched a retail outlet outside its home city where all the previous outlets were located. Many of the lessons learnt in that expansion are either forgotten, or many unknown factors emerge in the planned new project in Karachi. A new professional manager, hired by the company is sent to resolve the many problems. The case allows students to see the many uncertainties that affect a new project as well as the importance and limitations of project planning. The case is intended for early use in a graduate course in Project Management or Management of Growth.

**Subject:** General Management  
**Teaching Note:** Yes  
**LUMS No.** 30-117-2002-1

## **SOHAFF SHAWLS (A)**

**Rana A I**

The case relates the story of an immigrant family that was the first woollen shawl producer in Pakistan. The story contains the vicissitudes of both: the family, and their business, over the years. The case also has information on the birth, growth and maturity phases of the woollen shawl cluster in Lahore.

**Subject:** General Management  
**Teaching Note:** Yes  
**LUMS No.** 30-115-99-1

## **INTEK COMPUTER & MANAGEMENT TRAINING CENTRE: DIPLOMA PLUS**

**Bhutta K S, Rana A I**

Mr. Haseeb, founder and CEO of Intek Computer & Management Training Centre, was contemplating entering the student sector of the computer training market. Intek specialised in providing interactive hands-on computer training to business executives and offered short courses (3-40 hours) on popular software applications. Mr. Haseeb now felt that the company was at a stage where it had established its credibility in the corporate world and could enter the more lucrative student market. He intended to enter this market segment by May 15, 1997, by offering a four month *Diploma Plus* training package. However, in addition to managing the resource constraints, some other issues had to be tackled before the course could be started. Major tasks included writing and designing the brochure, managing the mailing lists, customising and dispatching letters to prospective clients, designing the syllabus and selecting/training the course instructor, and planning the marketing strategy.

**Subject:** General Management  
**Teaching Note:** No  
**LUMS No.** 30-105-98-1

## **HUMAIRA SHAZIA AND THE DAY-CARE CENTRE**

**Haque E U, Arifeen S**

The case revolves around Humaira Shazia, Regional Sales Manager, Packages. She was firmly committed to her profession and had a promising future as the next Consumer Product Manager. She was faced with the dilemma of choosing between her job and taking care of her new born baby. The only way she could continue her job was if the company offered a day-care centre facility. It was a difficult decision for the top management as no other company in Pakistan offered this facility.

**Subject:** General Management  
**Teaching Note:** No  
**LUMS No.** 30-107-98-1

**NEELUM AGHA**  
**Haque E U, Arifeen S**

This case is based on the life of a professional woman who had to manage her work and family. She was at a crossroad in her life, where she had to make a decision whether to continue working at her current job or start her own business. Her personal ambitions appeared to be conflicting with societal and family considerations. She felt that her whole future depended on making the right decision.

**Subject:** General Management  
**Teaching Note:** No  
**LUMS No.** 30-106-97-1