MANAGEMENT A BALANCING ACT

Managing across functions is a balancing act. Made more challenging in today’s new economy, by complex market dynamics and fast-paced competition. Businesses which accomplish a strategic direction, in sync with their inherent functional strengths, respond to the market turbulence better and quicker. Businesses which can respond to the market dynamics and economic swings, are a step ahead of the competition.

To drive performance in this fast paced yet uncertain environment, general managers in the organizations need an innovative mindset to appreciate the interlinkages between all organizational functions.

The Management Development Program (MDP) is our flagship program developed for functional managers, business unit heads and other professionals who are planning successful career transitions from functional to general management levels. The two week immersive program allows participants to expand their knowledge base across all functional areas and develop a holistic management perspective. By integrating key functional disciplines, participants develop the capability to envision, influence, control and implement strategic direction of the firm.

Residing together at LUMS, participants immerse themselves in a two week learning experience that has been designed to be rigorous, real in context and transformational.
“MDP is very well thought-out program specifically designed to cater all functions of an organization with special focus on leadership, empathy and business innovation. Real-time cases, simulations and practical exercises amply cover the key concepts and business mechanics to exhibit the impact of your decision on business. It provides an excellent opportunity to sharpen your skills and enhance business acumen.”

Sayyed Muhammad Imran Ali
Pakistan Telecommunication Company Limited
PROGRAM OBJECTIVES

General managers are typically at the helm of organizational control and performance and often find themselves in situations where they have to make complex management decisions across key functions.

The Management Development Program (MDP) at LUMS enables participants to integrate key functional areas in an organization and drive a result-focused business strategy. The objective of MDP is to create successful general managers who can leverage their own and their organizations’ inherent strengths in order to create breakthrough performances and optimize end results.

During the program, the participants:

- Acquire conceptual skills to understand business functions and their inter-linkages
- Develop the ability to rethink business functions and lead change at different levels of an organization
- Understand how industry structures work and evaluate how to create value and profit for their operating unit in a competitive environment
- Develop key value drivers for their business performance to achieve long-term growth and sustenance
- Learn international best practices as to how organizations respond to recession and cyclicality
- Understand and harness their leadership capability to lead the organization effectively
- Gain from networking opportunities with like-minded people from diverse backgrounds and industry experiences

MANAGEMENT DEVELOPMENT PROGRAM
WHO SHOULD ATTEND

The program is designed for high potential senior executives who have either taken on or are preparing to transit from functional to a broader general management position.

Senior executives require a different skillset to manage wider responsibilities and more complex management challenges. MDP provides an excellent opportunity to develop individuals who in their current or prospective roles are required to manage multiple functional areas in an integrated manner and drive organizational growth both internally and externally.

A typical participant profile includes:

- Country Managers
- Directors
- Controllers
- Vice Presidents
- CFOs
- Senior Managers
- Divisional Heads

INDUSTRY DISPERSION OF PARTICIPANTS (LAST 3 YEARS)
“MDP is a wonderful program in terms of providing a cross-functional perspective of business management. It’s not limited to your own company in fact provides an opportunity to interact and learn from like-minded people from diverse industries. You can exercise and implement the concepts learnt at a spur of the moment and see results.”

Danish Ahmed Ghani
Fatima Fertilizer Company Limited
PROGRAM CURRICULUM

MDP curriculum has been designed to impart learning which reinforces functional knowledge and bridges the core management areas of marketing, finance, operations, technology, leadership and team management, with a view to create functional synergies. The curriculum has been mapped into two modules.

**Module 1** has been designed to cover the broad functional areas in order to enhance the general management skills and expose participants to areas of management in which they may have limited knowledge and/or activities.

**Module 2** focuses on the abilities of the participants to view the organization from a strategic perspective and in the process sharpen their leadership, interpersonal and negotiation skills. This would increase their impact as leaders and change agents.

Based on the core pedagogy of case-based teaching, the program’s curriculum encompasses the latest development in management theory and practice.

This includes a repository of local, regional and international case studies that deepens the perspectives from various geographical dimensions. Computer simulations, interactive lectures, exercises and role plays augment case studies to ensure that the learning is delivered and received in a practical context.

**SPECIAL FEATURES**

- Get the unique opportunity to analyze real time indicators of market response to strategic business decisions through state-of-the-art management simulation
- Gain an in-depth look at your management personality and leadership style through specialized self-assessment tools, exercise and role plays
- Get a 360 degree grip on business realities and different industry perspectives through engaging sessions with industry experts and thought leaders
- Optimize learning through extended peer and faculty interaction during integrated sports and wellness activities
# Module 1

## Key Topics

<table>
<thead>
<tr>
<th>Marketing</th>
<th>People</th>
<th>Innovation &amp; Technology</th>
<th>Finance</th>
<th>Operations</th>
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<tbody>
<tr>
<td>Creating Value Proposition</td>
<td>Team Building and Motivation</td>
<td>Managing Innovation and Technology</td>
<td>Managing the Financial Health of a Firm</td>
<td>Gaining Competitive Advantage through Operations</td>
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<td>Building Brand Equity</td>
<td>Strategic Human Resource Management</td>
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<td>Capital Budgeting</td>
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<tr>
<td>Product Positioning and Segmentation</td>
<td>Building Leadership Competence</td>
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<td>Strategic Financial Management</td>
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</table>
### MODULE 2

#### MANAGING THE STRATEGIC DIRECTION OF THE FIRM

<table>
<thead>
<tr>
<th>KEY TOPICS</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Analyzing and Understanding Industry Structures</td>
<td>Impact on strategic choices</td>
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<tr>
<td>Sources of Competitive Advantage</td>
<td>Exploring unique options to build sustainability</td>
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<tr>
<td>Corporate Strategies in Emerging Markets</td>
<td>Strategic decisions and strategic planning</td>
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<tr>
<td>New Business Models</td>
<td>Leveraging IT to create strategic advantage</td>
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<tr>
<td>Managing the Value Chain and Strategy</td>
<td>Using value chain to create strategic advantage</td>
</tr>
<tr>
<td>Ethical Transformation and Corporate Social Responsibility</td>
<td>Impact of shifts in strategic direction, challenges and effective responses</td>
</tr>
<tr>
<td>How the Concepts Learnt can be Applied?</td>
<td>Group presentations</td>
</tr>
</tbody>
</table>

### Highlight of the Week - Active Learning and Skills Sessions

State-of-the-art business simulation to integrate functional and strategic skills to improve bottom-line and help participants apply their learning during the program. Enhancement of management perspectives through guest speakers, reflection and review sessions.
A TYPICAL DAY

Each day of the MDP is specifically designed to provide value through unique learning opportunities. The program opens with formal dinner an evening earlier and an introductory session by the Program Director. A typical day at MDP involves rigorous in-class & outdoor learning and interactive activities:

Wellness & Sports
Begin the day with a brisk morning walk, jog around the track, yoga with fitness trainer or gym workout at the campus sports center. Later join peers and faculty for a nutritious morning breakfast.

Class Session I
Opening Session
Build the learning context for the 1st half of the day’s session.

LEARN & UNWIND

Morning Tea Break
Engage with participants and faculty in the lounge/foyer over a cup of refreshing tea/coffee.

Lunch Break
Gather and relax over lunch, interact with peers and faculty both in and out of the classroom.

Individual Preparation & Group Discussion
Explore the depth and breadth of management and real life business situations by collaborating with fellow executives.

Recreational Reflection Activity
Post lunch, participate in the “Class Wellness & Physical Training” for quick and effective rejuvenation.

Class Session II
In-depth analysis of a real world situation. Build perspective and core business acumen through a case study run by LUMS expert faculty.

Class Session III
Experiential learning, exercises, group work and interactive lectures.

Afternoon Tea Break
Network and interact on discussion points over tea/coffee in the foyer.

Class Session IV
Gain valuable insights through cases and lectures enriched by faculty’s experiences from their extensive industry research and practical consulting experience.

Actionable Learning
Alternate between unique perspectives brought in by guest speakers, or apply learning in group projects, or participate in optional evening sports activities. Once a week, get the chance to share reflection through review sessions.

Dinner
Gather at the end of day for more informal and relaxed interaction with participants and faculty.
“Overall the designing of this 12-day MDP and its implementation is just excellent. The case studies, exercises and simulations along with group work/activities opens the mind and provokes a totally new thought process, which enhances the ability to see things from a different perspective altogether.”

Salman Afzal
Thal Engineering
PROGRAM FACULTY

ANWAR KHURSHID
Professor, Technology and Organization Management
PhD, Michigan State University
MBA, Ohio State University
MSc, State University of New York
RESEARCH INTERESTS:
Organization Design & Development; Change Management; Leadership & Team Building; Management of Technology & Innovation and Quality Management

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MBA, University of Pennsylvania
RESEARCH INTERESTS:
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KHALID A. MIRZA
Professor of Practice
PAST EXPERIENCE:
Chairman and Chief Executive: Competition Commission of Pakistan
Chairman and Chief Executive: Monopoly Control Authority, Government of Pakistan
Sector Manager: Financial & Private Sector Development, East Asia and Pacific: The World Bank, Washington DC, USA
Chairman: Securities & Exchange Commission of Pakistan

SYED MUBASHIR ALI
Associate Professor, Finance & Accounting
PhD, University of Manchester
MA, Acadia University
RESEARCH INTERESTS:
Corporate Finance; Privatization Policy; Regulation of Utilities; Financial Institutions & Markets and Social Enterprise

SAAD AZMAT
Associate Professor, Accounting & Finance
PhD, Monash University
RESEARCH INTERESTS:
Corporate Finance; Investments; Capital Markets; Financial Institutions and Islamic Finance

MANAGEMENT DEVELOPMENT PROGRAM
PROGRAM DIRECTOR

JAMSHED H. KHAN
Professor, Operations Management
PhD, University of Texas, Arlington
MBA, University of Texas, Arlington
MSIE, University of Texas, Arlington

RESEARCH INTERESTS:
Management of Services; TQM; Operations Strategy;
Supply Chain Management; Six Sigma; Project
Management and Developing Customer Centric Culture

CO-PROGRAM DIRECTOR

MUHAMMAD ADEEL ZAFFAR
Assistant Professor, MIS and Technology
PhD, University of North Carolina-Charlotte
BSc (Hons), Computer Science LUMS

RESEARCH INTERESTS:
Development of Decision Support Systems,
Technology and Innovation Diffusion; Social Networks
and Their Impact on IS Strategy and IS Diffusion;
Agent-Based Computational Economics IS
Pedagogical Issues and Network Location Models in
the Context of Disaster Response and Recovery Systems
“A great faculty that is engaging and extremely cognizant about the best management practices and have a great command on imparting the knowledge. The program instills a sense of comradery and helps build a potential support system.”

Shaheryar Khan Niazi
Service Sales Corporation
LEARNING AT REDC

A Novel Gathering of Accomplished Executives
Established in 1995, The Management Development Program (MDP) has hosted accomplished senior executives and entrepreneurs from leading business groups, multinational and public sector organizations. During its history of the last twenty years, MDP has been recognized for its transformational effect.

Being a residential program, the participants have the unique opportunity to share views, network and bond with each other and interact extensively with LUMS faculty. Executives with diverse backgrounds, cultures and corporate values exchange insights and broaden their management perspectives. MDP is a once in a lifetime opportunity in a participant’s career and those who have experienced it become a part of the elite MDP alumni network.

The case method of teaching is a special strength of LUMS
The university is at the forefront in developing and using cases in its various programs. Cases describe actual business situations and bring into the classroom problems and opportunities faced by practicing managers. The participants analyze problems, evaluate alternatives and recommend appropriate solutions which help enhance decision-making abilities and problem-solving skills.

To enrich the learning process, REDC faculty shares its experience and knowledge culled from the latest academic literature and research, as well as insights gained from working with companies as researchers, consultants and board members. The extensive experience of the faculty in planning and conducting executive programs ensures an interactive and stimulating classroom experience for you.

Grounded in Reality
The senior faculty of LUMS incorporates the latest research and business concepts into the classroom teaching through case studies, lectures, video/computer simulations, and small group activities. We offer an interactive, actionable learning experience for you to develop personal and professional strengths and lead your organization into an increasingly competitive environment.

Peer group learning is an integral part of the learning process
The dynamic exchange of knowledge and experience among successful individuals from different organizations and functions enhances learning. Valuable ideas and insights are shared with fellow participants and faculty in and out of the classroom. Group study provides a forum where you benefit from the diversity of views, perspectives and abilities of other team members.
SOME PARTICIPANT ORGANIZATIONS

Some of the companies that have sponsored MDP participants in the past include:

Allied Bank Limited
Agro Processor & Atmospheric Gases Limited
Atlas Honda Limited
Bulleh Shah Packaging Limited
CCL Pharmaceuticals
China Mobile Pakistan [CMPak]
Complex Kewangan Berhad, Malaysia
CPS Pakistan
Dalda Foods [Private] Limited
Descon Group of Companies
DIC Pakistan Limited
DP World
Engro Fertilizers Limited
Engro Foods Limited
Fauji Fertilizer Company Limited
Fauji Fertilizer Bin Qasim Limited
Faysal Bank Limited
Fresenius Medical Care Pakistan [Private] Limited
General Electric, GE, (formerly)
Global Rubber Industries Pvt Ltd
Habib Bank Limited
Haier Pakistan Private Limited
Harris Corporation
Hayleys Agro Products, Sri Lanka
Hilal Foods Limited
Ibrahim Fibres Limited
ICI Pakistan Limited
ImpTrax Corporation
Indus Motor Company
Intech Process Automation
International Industries Limited
Ismail Industries Limited
Jaffer Brothers [Private] Limited
Jubilee Life Insurance Company Limited
K-Electric Limited
Kohinoor Textile Mills Limited
KPMG Afghanistan
Maple Leaf Cement Factory Limited
Mari Petroleum Company Limited
Meezan Bank Limited
Metro-Habib Cash & Carry Pakistan
National Bank of Pakistan
NADRA
OA SYSTEMS
ORIX Leasing Pakistan Limited
Packages Lanka [Private] Limited
Pak-Arab Pipeline Company Limited
Pakistan Telecommunication Authority
Pakistan Tobacco Company Limited
Paragon City Private Limited
Pioneer Pakistan Seed Limited
Prime Safety Limited [Midas]
Pakistan Telecommunication Company Limited
Punjab Beverage Company [Private] Limited
Rainbow Textiles LLC
Riyad Bank
Samsons Group of Companies
Saffron Pharma
Savola Packaging Systems, Saudi Arabia
Service Sales Corporation
Shaiigan Pharmaceuticals Private Limited
Shirazi Trading Company
Siemens Pakistan Engineering Company Limited
Silkbank Limited
SNL Pakistan [Private] Limited
SPRL
Sri Lanka Railways
Standard Chartered Bank
State Bank of Pakistan
Stylo Shoes [INSIGNIA]
Synnovate Solutions [Private] Limited
Taj Corporation
Telenor Pakistan
Teradata, Global Consulting Center
Thai Engineering
The Bank of Punjab
Tri-Pack Films Limited
Uch Power [Private] Limited
Ufone
Unilever Pak Limited
Unique Food Service Company
Ward Telecom
Wateen Telecom Limited
Wilshire Labs [Private] Limited

MANAGEMENT DEVELOPMENT PROGRAM
ADMISSION CRITERIA

Applicants and/or sponsoring authorities are requested to apply as early as possible. Organizations are encouraged to nominate individuals with a record of accomplishment, demonstrated ability and promise. There are no formal requirements for admission. However, all participants are carefully considered by the admissions committee, which evaluates not only potential of the participants to benefit from the program, but also their ability to contribute to the learning experience of others. The sponsoring organization must ensure that:

- The participant is relieved from his/her job for the program duration
- Assume all program payments and provide standard coverage for the expenses incurred during the program
ADMISSION PROCESS

To apply to the program, participants are required to submit an online application form available at our website:  
http://redc.lums.edu.pk/calendar.php  
If you require any assistance while applying online, please contact us by:

Tel: +92-42-35608119 or 35608243  
Email: rec@lums.edu.pk  
Fax: +92-42-35722691  
Mail: Manager Marketing,  
Rausing Executive Development Centre  
Lahore University of Management Sciences,  
Opposite Sector ‘U’, DHA Lahore - 54792 Pakistan

The deadline to apply to this program is October 22, 2018. Kindly ensure that your complete online application form reaches the office by the deadline. Incomplete application forms will not be entertained.

The Admissions Committee will review the application and recommend participation or otherwise. After the review, an information package along with the payment invoice will be mailed to the participants as well as to the sponsoring executive. A seat in the program is only confirmed once payment has been processed.

INVESTMENT

The fee for a two week residential program is PKR 500,000/- which includes tuition costs, reading material, snacks, full-board accommodation and meals served during the program. However, any extra charges such as personal calls, extra meals for guests, laundry etc. would need to be paid on departure. The fee is due upon the receipt of the invoice and it must be submitted through a cheque / bank draft in the name of Lahore University of Management Sciences. Payment should be sent to the mailing address mentioned in the Admission Process.


DISCOUNT POLICY

If more than two executives from the same organization participate in this program, each participant after the first two (up to a group size of five participants) gets a 20% discount on program fee.

MANAGEMENT DEVELOPMENT PROGRAM
ACCOMMODATION

Participants will reside in a purpose built facility named after the founder of Tetra Pak Dr. Ruben Rausing. The Raising Executive Development Centre (REDC) features 50 single en-suite bedrooms. Each room is equipped with mini-fridge, writing desk and direct dial STD/ISD telephone and cable TV. All bedrooms at REDC have data transmission facilities that may be used by the participants to log on to the Internet.

PLEASE NOTE WE DO NOT PROVIDE ACCOMMODATION FOR DRIVERS ACCOMPANYING PARTICIPANTS.

SUBSTITUTES / TRANSFERS & REFUNDS

If you are unable to attend a registered course, we will accept a substitute until 2 working days before the program. Substitute candidates will be subject to the same selection process as the original one. If you wish to cancel your name from a program, please notify in writing or on call at least 5 working days before the program. In case of late cancellation, course fee will be refunded after deducting an application processing fee of PKR 40,000.

It is possible to transfer deposited fee to any open enrollment program within 3 years. Transfers should be notified at least 5 working days before the program. In case the participant or sponsoring organization fails to utilize the funds within 3 years, the deposited fee will be forfeited.

Note: REDC may cancel or postpone a program due to insufficient enrollment or unforeseen circumstances. In this case, university will refund registration fee but will not be responsible for any other related charges/expenses including cancellation/change charges by airline and travel agencies.

In case of postponement, the fee may be transferred to the rescheduled offering of that program or any other program as an alternate to refund.

THE UNIVERSITY RESERVES THE RIGHT TO MAKE CHANGES IN ITS PROGRAM POLICIES AND FEES AT ANY TIME.