



LUMS

Rausing Executive
Development Centre

Suleman Dawood
School of Business

Orchestrate Performance

MANAGEMENT DEVELOPMENT PROGRAMME





MANAGING A BALANCING ACT

Managing across functions has become a delicate balancing act in an ever-changing and uncertain business landscape. The rapidly evolving market and relentless pace of competition in an increasingly digital world make this challenge even more daunting. It no longer suffices for businesses and senior executives to align their vision with the inherent functional strengths. Success hinges on businesses' ability to pre-empt and quickly adapt to the changing environment. To navigate this fast-paced and uncertain terrain, today's general managers must adapt to an innovative mindset, recognise the implications of interconnections between all organisational functions and learn to harness the power of data and technology.

The LUMS Management Development Programme (MDP) is an intensive two-week immersive experience tailored to equip senior executives with the skills and mindset needed to thrive in a dynamic and highly competitive business landscape. By fostering a deeper understanding of how each function contributes to the organisation's overall success, the participants are better prepared to lead and make data-driven decisions.

Ultimately, the programme aims to develop well-rounded leaders who can confidently navigate the challenges of today's uncertain economy and drive their organisations towards continued success.

MDP is designed to develop senior managers, business unit heads, and professionals who aim to have higher management roles. Integrating key disciplines enhances their ability to envision, influence, control, and implement the firm's strategic direction.

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“MDP transforms you! It entirely changes your thought process, and gives you a different view of handling things in your professional and personal life. The programme gives you the energy and drive to change and transform the world around you!”

Imran Ahmed Mansoor
Head of Treasury Marketing Unit
Al Baraka Bank Limited



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PROGRAMME OBJECTIVE

General managers continue to play a critical role in organisational control and performance. They are routinely expected to make complex management decisions across key functions.

The LUMS Management Development Programme (MDP) enables participants to build this integrative perspective. MDP aims to create successful general managers who can leverage their own and their organisations' inherent strengths to deliver results. During the programme, 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 the organisation
- Understand how industry structures work and evaluate how to create value and profit for your operating unit in a competitive environment
- Develop key value drivers for business performance to achieve long-term growth and sustenance
- Learn best international practices as to how organisations respond to volatility and complexity
- Gain insight into emerging technologies and their application in the context of their businesses
- Understand and harness your leadership capability to lead the organisation effectively
- Gain exposure and insight by interacting with like-minded peers from diverse backgrounds

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WHO SHOULD ATTEND

The programme is designed for high-potential senior executives who have either taken on or are preparing to transition into higher management positions. The participant should have at least ten years of relevant work experience.

Senior executives require a different skillset to manage broader 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 organisational growth.

A typical participant profile includes:

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

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PROGRAMME CURRICULUM

The MDP curriculum has been designed to impart learning that reinforces functional knowledge and bridges the core management areas of marketing, finance, operations, technology, people management and leadership to create functional synergies.

The programme strongly emphasises participant-centred learning, encompassing diverse pedagogical tools such as case-based teaching, immersive exercises, and simulations that form the foundation for an intellectual and engaging discussion of management theory and practice.

During the programme, participants reside at our purpose-built facility, immersing themselves in a rigorous, real-world learning experience that leads to transformational growth. They gain practical insights and expertise directly applicable to their daily challenges in an increasingly digital world.

HIGHLIGHT OF THE WEEK - ACTIVE LEARNING AND SKILLS SESSIONS

- State-of-the-art business simulations designed to integrate functional and strategic skills to help participants apply what they have learned during the programme.
- Exposure to dynamic industry leaders to gain practical insights and reevaluate your business perspective.
- Engaging in reflection and review sessions.

“MDP is an accelerated MBA! It was a well-articulated, well-managed programme; time management was excellent, and the opportunity to network with like-minded peers was well-planned. Overall, a mesmerising experience.”

Muhammad Faheem

Business Unit Head
International Steels Limited



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KEY THEMES

MARKETING

Key principles in the context of marketing in the digital world such as positioning, segmentation, interactivity, value proposition, effectiveness, impact and brand equity

Importance of data and tools in developing and implementing an effective digital marketing strategy

PEOPLE

Focus on strategic human resource management with particular emphasis on recruiting and retaining a diverse workforce (such as millennials, Gen-Z) in work-from-home and hybrid environments

Strategies for performance management and employee engagement; employee well-being

DIGITAL TRANSFORMATION

Recognise threats and opportunities in an increasingly digital world and implications for B2B/B2C organisations

Articulate the vision for a digitally transformed organisation and strategies for the successful pursuit of this transformation

Develop a digital mindset

SUPPLY CHAIN AND OPERATIONS

Build resilience in supply chain and operations with emphasis on lessons from the COVID and post-COVID era

Implications of digital and hybrid business models in managing supply chains; impact of macroeconomic conditions and implications for sustainability and value in operations and supply chain

LEADERSHIP

Leadership styles and traits necessary to lead successfully in an increasingly digital world

Communication and personal effectiveness

How to lead and inspire people in uncertain times

STRATEGY

Strategy development and execution

Understand global economic trends, macroeconomic outlook of Pakistan and implications for organisational strategy

INNOVATION

Understand the importance of process, culture, organisation and management in developing an innovative organisation

FINANCE

Managing the financial health of the firm, fundamentals of financial strategy, and use of data and models for improving financial management

Understanding the implications of the new age ("digital") economy on financial models

EMERGING THEMES

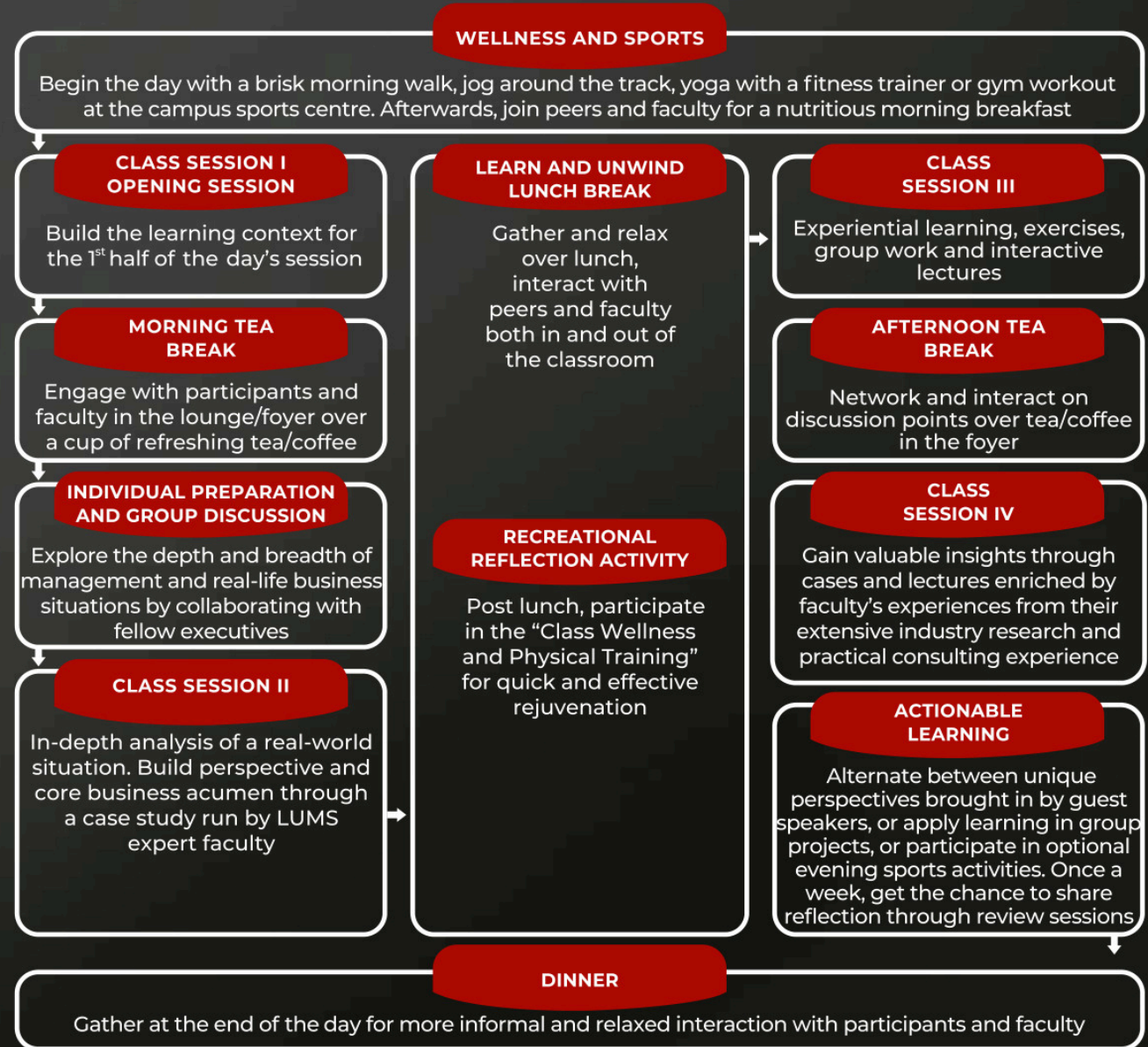
Interactive discussions on emerging themes:

Cybersecurity
5G
Blockchain
Machine Learning
AI and ESG

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TYPICAL DAY

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



“Very well-managed and executed programme. MDP has given me a ton of new concepts. If you really want to differentiate and give yourself a new dimension, come to LUMS for MDP. I will certainly recommend that more members attend this programme at REDC LUMS. Excellent faculty and quality of education. **”**

Tariq Saleem Khan

Senior Manager Product Development
Indus Motors Company Limited

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PROGRAMME DIRECTORS

ADDITIONAL FACULTY

Muhammad Adeel Zaffar

Associate Dean of Executive Education, REDC
Associate Professor, Information Technology
PhD, University of North Carolina-Charlotte

Research Interests:

Business Management; Effective Use of Technology in Organisations; Building Innovative Teams and Organisations; Social Network Analysis; Design and Deployment of Data-Driven Decision Support Systems with Applications in the Healthcare; Telecommunication and Construction Industries

Muhammad Abdur Rahman Malik

Associate Professor
PhD, Lahore University of Management Sciences

Research Interests:

Creativity; Motivation; Performance Management Systems; Team Building and Leadership

Adnan Zahid

Assistant Professor
PhD, CASS Business School, City University

Research Interests:

Status Consumption; Acculturation; Gender; Religion and Consumer Culture

Ehsan ul Haque

Professor Emeritus
PhD, University of Texas at Arlington

Research Interests:

Advertising and Promotion Management; Consumer Behaviour; Marketing Research; Strategy; Franchising

Chazal Mir Zulfiqar

Associate Professor
PhD, University of Massachusetts, Boston

Research Interests:

The Political Economy of Poverty; Gender and Class-Based Inequality

Hassan Rauf

Assistant Professor
PhD, North Carolina State University

Research Interests:

Supply Chain Management; Retail Supply Chains; Strategic Sourcing; Vendor Management; Textile and Apparel Value Chains; Supply Chain Risk Management

Moeen Naseer Butt

Assistant Professor
PhD, Marketing, Ivey Business School, Western University

Research Interests:

Assessing the Impact of Growth; Governance and Geography of Franchise Systems on their Performance; Franchising; Market Development and Marketing-Finance

Muhammad Luqman Awan

Senior Faculty Member (SDSB)
PhD Scholar, University of Stirling Scotland

Research Interests:

Sales Force Management; Key Account Management; B2B Marketing Strategies; Industrial Marketing; Trade Marketing and Channel Management

Muhammad Shakeel Sadiq Jajja

Associate Professor
Post-Doctorate, Stanford University
PhD, Lahore University of Management
Sciences

Research Interests:

Supply Chain Management; Technology and
Innovation in Supply Chain Relationships;
Social and Environmental Compliance in
Supply Chain Relationships; Operations
Management

Ussama Yaqub

Assistant Professor
PhD, Rutgers the State University of New Jersey

Research Interests:

Social Media Data Analysis; Including Sentiment
and Behavior Analysis; Data Mining and studying
the use of Twitter for Campaigning during
General Elections

Syed Mubashir Ali

Associate Professor, Finance & Accounting
PhD, University of Manchester

Research Interests:

Corporate Finance; Privatisation Policy;
Regulation of Utilities; Financial Institutions
and Markets and Social Enterprise

Zehra Waheed

Assistant Professor
PhD, Heriot-Watt University,
Edinburgh

Research Interests:

Relationship between Facilities
Management and its Impact on
Organisational Value Creation and
the Sustainable Management of
the Built Environment.

“MDP comprehensively offered an overview
of an organisation's key functions besides
a comprehensive coverage of emerging
concepts and leadership. The faculty was
very experienced and outstanding, and
they taught excellently.”

Amir Naeem

Chief Financial Officer
PPAF

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LEARNING AT REDC

A Novel Gathering of Accomplished Executives

Established in 1995, The Management Development Programme (MDP) has hosted accomplished senior executives and entrepreneurs from leading business groups, multinationals and public sector organisations. During its history of the last thirty years, MDP has been recognised for its transformational effect.

Being a residential programme, the participants have the unique opportunity to share views, network and bond with each other and interact extensively with the 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 of developing and using cases in its various programmes. Cases describe actual business situations and bring into the classroom problems and opportunities faced by practicing managers. The participants analyse problems, evaluate alternatives and recommend appropriate solutions that help decision-making 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 programmes ensure an interactive and stimulating classroom experience for you.

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“Venue, quality of faculty, time management, hospitality, the versatility of course design, quality of content and a hands-on experiential approach every aspect was superb and added immense value. I learned a lot, and my goals for coming here have been fulfilled. One can go places if learnings from the course are put into practice.”

Usman Ali
Divisional Head
International Industries Limited

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 organisation 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 organisations and functions enhance 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.

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SOME PARTICIPANT ORGANISATIONS

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

Al-Baraka Bank Pakistan Limited
Bank Al-Habib Limited
Al-Meezan Investments
Allied Bank Limited
Avanceon Limited
Atlas Honda Limited
Bank Alfalah Limited
BASF Pakistan (Private) 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
General Electric, GE
Ghulam Faruque Group
Global Rubber Industries (Private) Limited
Habib Bank Limited
Haier Pakistan (Private) Limited
Harris Corporation

Hayleys Agro Products, Sri Lanka
Hilal Foods Limited
Ibrahim Fibres Limited
Lucky Core Industries
ImpTrax Corporation
Indus Motor Company Limited
Intech Process Automation
International Industries Limited
International Steels Limited
Ismail Industries Limited
Jaffer Brothers (Private) Limited
Jubilee Life Insurance Company Limited
Kay & Emms (Private) Limited
K-Electric Limited
Kohinoor Textile Mills Limited
KPMG Afghanistan
Muslim Commercial Bank (MCB)
Maple Leaf Cement Factory Limited
Mari Petroleum Company Limited
Martin Dow Marker Limited
Meezan Bank Limited
Millat Tractors Limited
MOL Pakistan Oil & Gas Co.B.V.
National Bank of Pakistan
NADRA
OLP Financial Services Pakistan Limited
Packages Lanka (Private) Limited
Packages Limited
Pak-Arab Pipeline Company Limited
Pak China Investment Company Limited
Pak-Qatar Asset Management Company Limited
Pakistan Microfinance Investment Company
Pakistan Telecommunication Authority
Pakistan Tobacco Company Limited
Pakistan State Oil Company Limited
Pakistan Security Printing Corporation
Panther Tyres
Paragon City (Private) Limited
Pakistan Seed Limited
Atomic Energy Commission

Pakistan Telecommunication Company Limited
Punjab Beverage Company (Private) Limited
Rainbow Textiles LLC
Rudolf Pakistan (Private) Limited
Riyad Bank
Samsons Group of Companies
Saffron Pharma
Savola Packaging Systems, Saudi Arabia
Service Sales Corporation
Service Industries Limited
Shaigan Pharmaceuticals (Private) Limited
Shirazi Trading Company
Siemens Pakistan Engineering
Silkbank Limited
SNL Pakistan (Private) Limited
SPEL
Sri Lanka Railways
Standard Chartered Bank
State Bank of Pakistan
Stylo Shoes (INSIGNIA)
Sui Southern GAS Company Limited
Systems (Private) Limited
Synavos Solutions (Private) Limited
Taj Corporation
Telenor Pakistan
Teradata, Global Consulting Center
Thal Engineering
The Coca Cola Export Corporation
The Bank of Punjab
Tri-Pack Films Limited
United Bank Limited
Uch Power (Private) Limited
Ufone
Unilever Pakistan Limited
Unique Food Service Company
Warid Telecom
Wateen Telecom Limited
Wilshire Labs (Private) Limited

ADMISSION CRITERIA

Applicants and/or sponsoring authorities are requested to apply as early as possible. Organisations 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 the potential of the participants to benefit from the programme but also their ability to contribute to the learning experience of others. The sponsoring organisation must ensure that:

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

“MDP is designed to challenge individuals and their mindset to come out of their comfort zone and approach situations differently.”

Omer Zulfiqar

General Manager
Jaffer Brothers Private Limited



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ADMISSION PROCESS

To apply to the programme, 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:

☎ **+92-42-35608119 or 35608243**

✉ **rec@lums.edu.pk**

📍 **Manager Marketing,**

Rausing Executive Development Centre (REDC)

LUMS, DHA, Lahore Cantt. 54792 - Pakistan

Please ensure that you complete the online registration by the deadline mentioned on the website.

The Admissions Committee will review the application and recommend participation or otherwise. After the review, a confirmation email along with the payment invoice will be sent to the participants as well as to the sponsoring executive. A seat in the programme is only confirmed once payment has been processed.

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

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INVESTMENT

The fee for this two-week residential programme is PKR 1,500,000, which includes tuition costs, reading material, snacks, full-board accommodation and meals served during the programme. However, any extra charges, such as personal calls, extra meals for guests, laundry etc., would need to be paid at check-out. 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.

* LUMS is a non-profit organisation and is exempted from tax deduction/collection under legal provisions of the Income Tax Ordinance 2001.

The fee mentioned above is valid until December 2024. For the most current fee information and details on substitutes, transfers and refunds, please visit our website: <https://redc.lums.edu.pk>.

DISCOUNT POLICY

If more than two executives from the same organisation participate in this programme, each participant after the first two (up to a group size of five participants) gets a 10% discount on programme fee.

ACCOMMODATION

Participants will reside in a purpose-built facility named after the founder of Tetra Pak, Dr. Ruben Rausing.

The Rausing Executive Development Centre (REDC) features 50 single en-suite bedrooms. Each room is equipped with a mini-fridge, writing desk, direct dial telephone and smart 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.

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Rausing Executive Development Centre

Rausing Executive Development Centre (REDC)
Suleman Dawood School of Business (SDSB)

Lahore University of Management Sciences (LUMS)

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