

Rausing  
Executive  
Development  
Centre

# DEVELOPING FUTURE LEADERS

January 31- February 11, 2011

we provide **the** executive education experience



Suleman Dawood  
SCHOOL OF BUSINESS

25  
YEARS

LAHORE UNIVERSITY OF MANAGEMENT SCIENCES



*“This is a great programme for anyone who wants to take their leadership skills to the next level.  
Organisations looking to lead their industry should send their best resources here.”*

Kenan Ahmed Siddiqi, Senior Manager & HR Strategist, Habib Bank Ltd.



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## Introduction

Organisations that invest in leadership development perform better than those that don't. Challenging times magnify this fact even more. Studies show that, investments in leadership development significantly; i) Improve bottom-line financial performance ii) Attract & retain talent iii) Drive a performance culture iv) Increase organisational agility.

Effective leadership capital, therefore, plays a vital role in the success of today's organisation and investing in developing competent leaders is one of the most important factors in building strategic competencies of any organisation, especially in competitive environment.

Complex challenges that organisations face today require their management leaders to create innovative solutions, work more collaboratively, improve work processes, strengthen peer relationships, break down functional silos, make more effective decisions and increase the speed of response.

Future organisational leaders, therefore, require carefully planned nurturing and systematic development of their skills and capabilities. The critical aspect in this planning is for organisations to identify the "potential" young managers who may rise up to the challenge and assume significant leadership responsibilities in future. Once these individuals are identified then it is vital to find early opportunities to impart them with the requisite knowledge, skills and exposure to develop and harness their leadership potential.

LUMS, realising this critical need and leveraging on its highly competent faculty, has designed this course to support organisations implement their leadership development initiatives.



## Programme Objective

The objective of this programme is to impart to the participants the contemporary knowledge and skills to become effective in their roles as future leaders of their organisations. The programme will focus on developing greater confidence, creativity, resourcefulness, initiative, solutions-finding and problem-solving capabilities of the potential leaders so that they can operate at higher strategic level to make their respective organisations more productive and competitive.

## Key Learning Objectives for the Participants

- Gain an understanding of your leadership style and improve your interpersonal skills
- Contribute to collaborative performance through effective team building and management
- Understand the importance and applicability of 360-degree feedback in identifying your future training and development needs
- Effectively communicate your goals and objectives, and influence others positively
- Learn effective and timely decision making, goal setting, and problem solving skills
- Develop understanding of the key role of customer centric culture and its importance in sustainable advantage
- Learn the key business financials and their impact on enhancing financial health of an organisation
- Develop your capabilities to enhance quality of outputs and to drive organisational innovation
- Acquire practical learning to become a skillful leader through a state-of-the-art leadership simulation exercise

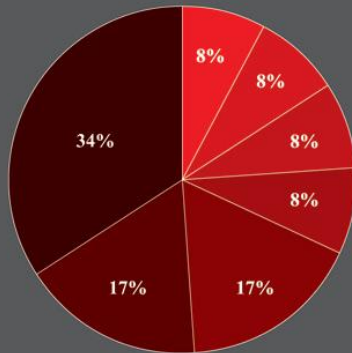




## Profile of Past Participants

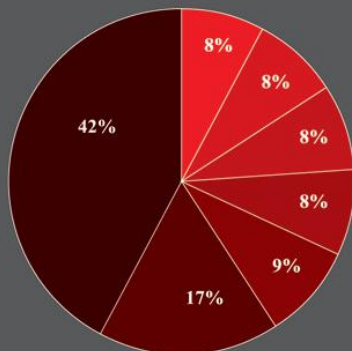
### Industry Breakdown

- Telecommunications/IT
- Financial Institutions
- Manufacturing
- Computer/Software
- Oil and Gas/Energy
- Food/Beverages
- Textile



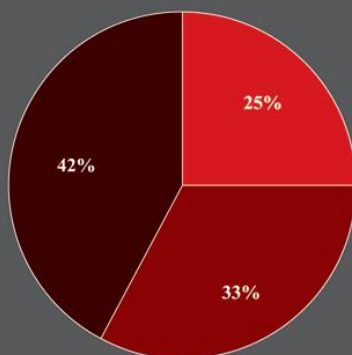
### Functional Areas Represented

- Finance/Accounting
- Sales/Marketing
- Administration
- General Management
- Management Information/IT
- Production
- Others



### Management Level

- Middle
- Senior
- Upper Middle



## A Typical Day

The schedule provided below will give the participants an idea of a typical day. There may be slight variations in the schedule based on the individual need of the faculty.

### Morning Session (8:30 am until 2:00 pm)

8:30 – 9:40 am	Individual preparation for case and readings
9:40 – 10:10 am	Learning team meetings
10:10 – 10:30 am	Tea and refreshments
10:30 – 11:40 am	Class session 1
11:40 – 1:00 pm	Individual preparation for case and readings
1:00 – 2:00 pm	Lunch and prayer

### Afternoon Session (2:00 pm until 5:20 pm)

2:00 – 2:30 pm	Learning team meetings
2:30 – 3:40 pm	Class session 2
3:40 – 4:50 pm	Individual preparation for case and readings
4:50 – 5:20 pm	Tea, refreshments and prayer

### Evening Session (5:20 pm until 7:00 pm)

5:20 – 5:50 pm	Learning team meetings
5:50 – 7:00 pm	Class session 3

*“Horizon of thinking enhanced. It helped change the mindsets.”*

Muhammad Ahsan Iqbal, Finance Manager, Coca Cola Beverages Pakistan Ltd.



## Programme Coverage

### Week One

Leadership	Team Building	Negotiations	Customer Focus	Innovation
Leadership Frameworks	Team Framework	Negotiation Frameworks	Creating Customer Centric Culture	Managing Innovations
Leading Change Followed by Case Study	Leading Teams	Negotiation Strategies and Tactics Followed by Case Study	Knowing Your Customers	Radical Innovation Followed by Case Study
Leadership and Team Building		Creating Value		Business Model: Innovation
The New Global Leader				Marketing Innovations

### Guest Speakers from the Industry

To further enhance the practical experience of the participants, there will be Leadership Exercise based on





## Week Two

Financial Analysis	Problem Solving and Decision Making	Leadership and Ethics	Management Communications
Introduction to Financial Accounting & Reporting	Decision Trees	Ethical Leadership Followed by a Video Case	Effective Communication
Understanding the Financial Health of a Firm	Systems Approach to Problem Solving & Decision Making	Organisational Ethics and Leadership	Oral Presentations
Financial Literacy	Group Decision Making	Level Five Leadership	
State-of-the-art Leadership Simulation			

the action learning model.

*Note: Programme content is subject to change*



## Who Should Attend

The programme is ideal for the mid-level managers with 5-8 years of work experience who:

1. Are high achievers, on the fast-track with high potential
2. Have the confidence and courage to provide necessary changes in the organisation
3. Are motivated to invest in reinforcing their leadership potential with a strong foundation of skills and knowledge
4. Are being groomed as functional heads/team leaders
5. Are already functional heads/team leaders



## Programme Director

### Dr. Faheem ul Islam

Associate Professor of Competitiveness, Strategy & Marketing  
PhD, University of Cambridge  
MBS, National University of Singapore  
MBA, Lahore University of Management Sciences

Dr. Faheem ul Islam has worked as consultant on Enterprise Development and International Business Section in Ministry of Education of Singapore. He served as Chief Operating Officer of RSH Brunei, a joint venture of Royal Brunei Airlines, Reebok International and Royal Sporting House of Singapore. He has taught several topics in Rausing Executive Development Centre at LUMS including Marketing Management, Pricing Strategy, Corporate Strategy, Managing Transition of Public Sector Organisations, Service Marketing, Social Sector Marketing and Organisational Development. He has also written working papers at the University of Cambridge, UK. Dr. Faheem ul Islam has presented papers at several conferences including the Annual TCI Competitiveness Conference, Annual Conference of Corporate Strategy, South Asia Beyond Independence, Judge Business School Doctoral Conference, European Doctoral Conference and Facing-East/Facing-West Conference.

### Research Interests:

Industry Clusters & Development of Economic Regions;  
Business & Corporate Strategy Formulation;  
International Business and International Marketing





## Other Faculty

### Anwar Khurshid

Professor, Technology and Organisation Management  
PhD, Michigan State University  
MBA, Ohio State University  
MSc, State University of New York  
Research Interests:  
Organisation Design & Development; Change Management;  
Leadership & Team Building; Management of Technology  
& Innovation and Quality Management.

### Arif Nazir Butt

Associate Professor, Organisational Behaviour & HRM  
PhD, McGill University  
MBA, Lahore University of Management Sciences  
MSc, Georgia Institute of Technology  
Research Interests:  
Negotiations & Conflict Management; Team Building  
& Leadership; Cross-Cultural Management and  
Performance Management.

### Ehsan-ul-Haque

Associate Professor, Marketing  
PhD, University of Texas at Arlington  
MBA, University of Pennsylvania  
Research Interests:  
Advertising & Promotion Management;  
Consumer Behaviour and Marketing Research.

### Farzad Rafi Khan

Associate Professor, Strategy & Organisational Behaviour  
PhD, McGill University  
M.Phil, University of Cambridge  
Research Interests:  
Organisational Power & Politics;  
Corporate Social Responsibility; Business & Society  
and Inter-Organisational Collaborations.

### Jamal Arif

Associate Professor, Marketing  
MBA, University of Oregon  
GDBA, Curtin University  
Research Interests:  
Sales & Marketing and Marketing Communication.

### Jamshed Hasan Khan

Associate Professor, Operations Management  
PhD, University of Texas at Arlington  
MBA, University of Texas at Arlington  
MSIE, University of Texas at Arlington  
Research Interests:  
Productivity; Quality Management; Supply Chain  
Management; Six Sigma; Project Management  
and Developing a Customer Centric Culture.



### **Muhammad Athar Siddiqui**

Assistant Professor, Human Resource Development  
PhD, University of Strathclyde

Research Interests:

Organisational Learning; Critical Management Education;  
Employer-Employee Relations and Ethics.

### **Rizwan Amin Sheikh**

Assistant Professor

PhD (Candidate), SKEMA Business School, France  
MBA, Cleveland State University, Ohio

Research Interests:

Leadership; Strategy & International Project Management;  
Governance in Public Sector.

### **Syed Mubashir Ali**

Associate Professor, Finance & Accounting

PhD, University of Manchester

MA, Acadia University

Research Interests:

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

### **Syed Zahoor Hassan**

Professor, MIS and Management of Technology

PhD, Stanford University

MSEM, Stanford University

MS, Stanford University

Research Interests:

Information Systems Development Methodologies;  
Global Software Development;  
Information Technology Utilisation Effectiveness  
and Management of Technology.

### **Zafar Iqbal Qureshi**

Professor of Management

PhD, University of Pittsburgh

MBA, American University of Beirut

Research Interests:

Transforming HR Organisations;  
Managing Change in Organisations;  
Organisation Building Models; Organisational Effectiveness;  
Managerial Ideology; Organisation Theory;  
Problem Formulation Process and Strategic Policy Making.

### **Zeeshan Ahmed**

Assistant Professor, Accounting & Finance

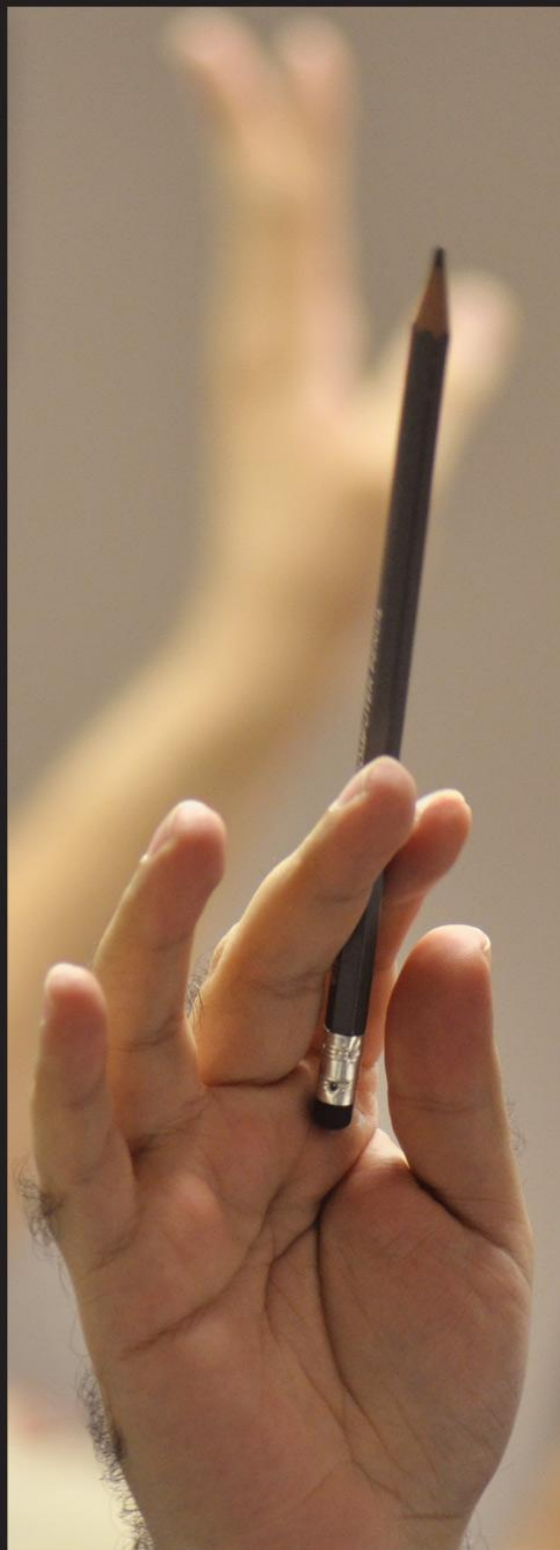
PhD, Mississippi State University

CFA

MBA, IBA Karachi

Research Interests:

Earnings Management; Market Volatility;  
Emerging Markets and Islamic Finance.



## Learning at REDC

The senior faculty of LUMS incorporates the latest research and business concepts into the classroom teaching through case studies, lectures, video/computer simulation, 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.

## 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 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 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 programmes ensures an interactive and stimulating classroom experience for you.

## 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 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. Our programme also provides excellent networking opportunities.





*“Shatters incorrect and ill informed assumptions of successful leadership.  
A step in the right direction! Stimulating!”*

Areej Aurangzeb Khan, AM External Corporate Communication, Telenor Pakistan



## 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 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

## Application Process

To apply to the programme, participants are required to submit an **online** application form which is available at our website: <http://redc.lums.edu.pk/calendar.php>





If you require any assistance while applying online, please contact us by:

Tel: 92-42-35608243 or 35608119  
E-mail: [rec@lums.edu.pk](mailto:rec@lums.edu.pk)  
Fax: 92-42-35722691  
Mail: Assistant Manager Marketing  
Rausing Executive Development Centre  
Lahore University of Management Sciences  
Opposite Sector 'U', DHA  
Lahore, Cantt. – 54792, Pakistan

**The deadline to apply to this programme is January 10, 2011**

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 short-listed participants as well as to the sponsoring executive. A seat in the programme will only be confirmed once we are in receipt of the payment.





## Programme & Residential Fee

The fee for this programme is **Rs. 180,000** which includes tuition costs, reading material, tea with snacks and meals served during the programme.

If you wish to avail accommodation at LUMS, there will be additional fee of Rs. 50,000. It includes accommodation, breakfasts and dinners for the duration of the programme. 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 on the previous page.

\* The income of the University is exempt from tax under Clause 92 of Second Schedule of the Income Tax Ordinance 2001. Therefore, no tax is deductible from the fee at source.

## 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, a well-lit desk, direct dial ISDN telephone and TV with cable facility. Each bedroom also has 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.





## Programme Policies

### Discount Policy

For any executive programme, if more than two executives from the same organisation participate, each additional participant gets a 30% discount on the programme fee.

### Substitutes / Transfers and Refunds

If you are unable to attend the registered course we will accept a substitute by January 26, 2011. Substitute candidates will be subject to the same selection process as the original candidate. If you wish to cancel your name from the programme, please notify in writing by January 24, 2011. Course fee will be refunded after deducting an application-processing fee of Rs. 20,000. There will be no refund for cancellation received after the withdrawal date or in case of no-show.

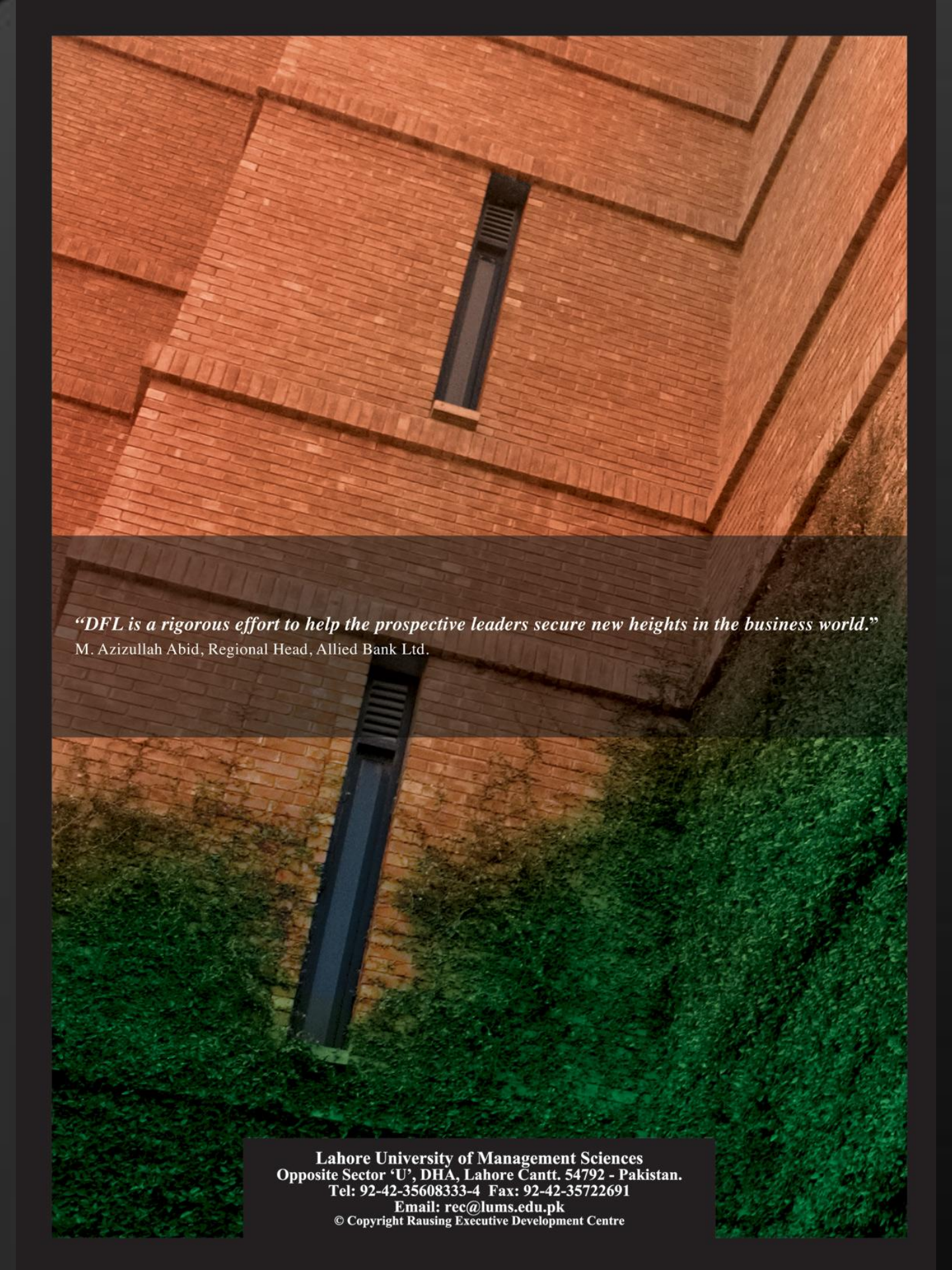
It is possible to transfer to another programme within 2 years. The deposited fee will be carried forward after deducting the application-processing fee of Rs. 20,000. Please note that only one transfer is permitted. After 2 years the deposited fee will be forfeited. Transfers should be notified by January 24, 2011.

**All notifications of cancellations, substitutes and transfers must be confirmed in writing.**

REDC may cancel or postpone a programme due to insufficient enrolment or unforeseen circumstances. In this case, the university will refund registration fee and is not responsible for any other related expenses including cancellation / rescheduling charges by airlines and travel agencies. In case of postponement, the fee may be transferred to the rescheduled offering of this programme or any other programme as an alternative to refund.

The University reserves the right to make changes in its programme policies and fees at any time.





*"DFL is a rigorous effort to help the prospective leaders secure new heights in the business world."*

M. Azizullah Abid, Regional Head, Allied Bank Ltd.

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