

*National Institute of Management, Karachi*



**22<sup>nd</sup> SENIOR MANAGEMENT COURSE**

**(Monday, 25<sup>th</sup> September, 2017 to Friday, 12<sup>th</sup> January, 2018)**

**SYLLABUS**

Issued by:  
Coordination Wing, NSPP

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## INTRODUCTION

1. In the following pages, the Syllabus of the **22<sup>nd</sup> Senior Management Course** (Monday, 25<sup>th</sup> September to Friday, 12<sup>th</sup> January, 2018) has been outlined. It covers all aspects of the Course, including its Aim, Scope, Block Study Hours, Allocation of Time for Studies and Events, Course Schedule, Block Programme, General Events, all the seven Study modules (including Study Tours), Presentations, Miscellaneous Events (including the Conduct of Syndicate Meetings, Communication Skills and Analysis Paper). Conduct of these activities has been explained in the Academic Guidelines and Administrative Instructions issued separately.
2. The aim of this handout is to familiarize the participants with the whole range of activities planned for them at the College. It is hoped that the participants will go through the Syllabus handout carefully and will keep consulting it through the entire duration of the Course.
3. Generally the class sessions at SMC would be conducted according to the timings given below. However, owing to certain compulsions these timings could be occasionally extended.

<u>S#</u>	<u>Days</u>	<u>Event</u>		<u>Timings</u>	<u>Hours</u>
1	Monday To Friday	a	Research	0800-0830 hrs	0.5
		b	Class Activity	0830-1600 hrs (6 hrs) , Tea Break 30 minutes Lunch Break 1 hour	7.5
		c	Total (a+b)		8
3	Saturday	Holiday / Research Day or as otherwise indicated (Above timings for 5 days working)			

**LIST OF ABBREVIATIONS**

<b><u>S#</u></b>	<b><u>Words</u></b>	<b><u>Abbreviation</u></b>	<b><u>S#</u></b>	<b><u>Words</u></b>	<b><u>Abbreviation</u></b>
1.	Analysis Paper	AP	25.	Lecture Discussion	LD
2.	Analysis Paper De-Briefing	APDB	26.	Local Visit – Field Research	LV -FR
3.	Certificate Award Ceremony	CAC	27.	National Management College	NMC
4.	Certificate Award Ceremony Rehearsal	CACR	28.	National Management Hall	NMH
5.	Chief Instructor	CI	29.	National Management Wing	NMW
6.	Computer Literacy	CL	30.	National School of Public Policy	NSPP
7.	Country Presentation	CP	31.	Presentation	P
8.	Computer	Cptr	32.	Panel Discussion	PD
9.	Course Review Committee	CRC	33.	Peer Rating	PrR
10.	Current Issue	CrI	34.	Post Visit Presentation	PVP
11.	Course Review Presentation	CRP	35.	Research	R
12.	Communication Skills	CSk	36.	Research Analysis Group	RAG
13.	Case Study Research	CSR	37.	Sunday	S
14.	Comprehension Test	CT	38.	Simulation Exercises	SE
15.	Directing Staff	DS	39.	Service Group Presentation	SGP
16.	DS (Training & Coordination)	DS (T&C)	40.	Syndicate Meeting	SM
17.	General Event	GE	41.	Seminar	Smnr
18.	Gazetted Holiday	GH	42.	Senior Management Wing	SMW
19.	Guest Speaker	GS	43.	Syndicate Room	SR
20.	Individual Research Paper	IRP	44.	Syndicate	Synd
21.	IRP Presentation	IRPP	45.	Synopsis	Synp
22.	Inland Study Tour	IST	46.	Tutorial Discussion	TD
23.	Joint Session	JS	47.	Workshop	W
24.	Lecture/Talk	L/T			

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**LIST OF ABBREVIATIONS OCCUPATIONAL GROUPS**

<b><u>S#</u></b>	<b><u>Occupational Group</u></b>	<b><u>Abbreviation</u></b>	<b><u>S#</u></b>	<b><u>Occupational Group</u></b>	<b><u>Abbreviation</u></b>
1.	Azad Jammu & Kashmir Government	AJK	13.	National Accountability Bureau	NAB
2.	Commerce & Trade Group	C&T. Gp	14.	Pakistan Audit & Accounts Service	PA&AS
3.	Cabinet Division	Cbnt. Div	15.	Pakistan Customs Service	Pak Customs Service
4.	Ex-Cadre	Ex-Cdr	16.	Pakistan Administrative Service	PAS
5.	Ex - Cadre Railways	Ex-Cdr (Rlys)	17.	Provincial Civil Service (SG)Khyber Pakhtunkhwa	PCS (SG)KP
6.	Federal Board of Revenue	FBR	18.	Provincial Civil Service (EG)Khyber Pakhtunkhwa	PCS( EG)KP
7.	Foreign Service of Pakistan	FSP	19.	Provincial Civil Service Punjab	PCS. Pnjb
8.	Intelligence Bureau	IB	20.	Police Service of Pakistan	PSP
9.	Information Group	Info. Gp	21.	Provincial Secretariat Service Punjab	PSS Pujb
10.	Inland Revenue Service	IRS	22.	Postal Group	Pstl. Gp
11.	Inter Service Intelligence	ISI	23.	Railways Group	Rlys Gp
12.	Military Land & Cantonment	ML&C	24	Secretariat Group	Sectt. Gp

## 22<sup>nd</sup> SENIOR MANAGEMENT COURSE

### AIM AND SCOPE

#### Aim:

To enhance the capacity of potential BS-20 officers for effective public service delivery.

#### Expected Core Competencies:

To achieve the course aim, Participants are expected to acquire the principal core competencies of evidence based decision making and problem solving to contribute significantly to the following:

- a. Assisting Evidence Based Policy Formulation
- b. Strategizing Policy Implementation
- c. Analyzing Qualitative and Quantitative data/information
- d. Managing all resources (tangible & intangible including knowledge)
- e. Team Building

#### Scope:

- a. Familiarize the participants with the **national environment** so as to understand the interplay of external and internal dynamics and their influence on governance in Pakistan.
- b. Develop participants' understanding of the **diversity in Pakistani society** (socio-cultural values, beliefs and attitudes) and its relevance to policy implementation and governance.
- c. Provide in-depth knowledge of **governance and administrative structures** of Pakistan along with relevant **policy processes and implementation strategies**.
- d. Enable the participants to apply concepts and techniques of **management, operational and technical** implementation in the Pakistani environment.
- e. Enhance participants' comprehension about operationalizing strategy.
- f. Equip participants with evidence based **research and analytical skills** for enhanced performance on the job
- g. Through Workshops, Seminars and other group activities enhance the capacity of the participants in the use of **Information Communication Technology** and making it an effective tool of analysis, interpretation, decision making and monitoring.

- h. Through **study tours**, expose the participants to issues and practical problems of the Pakistani society and state along with impact of various policies and management practices on the people of Pakistan.
- i. Facilitate participants' good health and introduce variety in their course routine through **co-curricular activities and sports**.

**22<sup>nd</sup> SMC: Monday, 25 September, 2017 to Friday, 12 January, 2018**

**BLOCK STUDY Hrs**

S. #	Working	Dates/Weeks / Days/Hrs
1	Participants Report for Registration	Sunday 24 September, 2017
2	<b>Total Weeks</b>	<b>16 Weeks</b>
4	<b>Course Duration</b>	<b>112 Days</b>
6	<b><u>Days Not Available (Holidays/Breaks)</u></b>	
	a. Sundays	<b>14 (Two Sundays for Simulation Exercises)</b>
	b. Saturday	<b>14 (Two Saturdays for Simulation Exercises)</b>
	c. Gazetted Holidays Total 04 (one falling on Saturday)	<b>04 = Ashora 29-30 September, 2017 (one falling on Saturday), Eid Milad-ul-Nabi 01 Dec, 2017, Quaid-e-Azam day 25 Dec, 2017</b>
	d. Term Breaks = Total 04 (1 Working Day)	<b>04=1 One Working Day + 1 Gazetted Holiday+ Saturday &amp; Sunday</b>
7	<b>Total Days Not Available = 32</b>	<b>32 (14 Sundays + 14 Saturdays + 03 Gazetted Holidays + 01 Break)</b>
8	<b>Working Days Available</b>	<b>80 (112 -32)</b>
9	<b>Hours Available:</b>	
	a. Fridays = 14	<b>14 x 5.5 = 77</b> <b>Research 0.5 hrs (0800-0830) Session - 05.5 hrs (0830 - 1600)</b> <b>(Tea Break 30 minutes)+(1.5 hours Juma Prayer &amp; Lunch Break)</b>
	b. Other Days =66	<b>66 x 6= 396 + 8 hours</b> <b>Research- 0.5 hrs (0800-0830) Session - 6 hrs (0830-1600)</b> <b>(Tea Break 30 minutes)+(1 hour Lunch Break)</b> <b>8 Hours for SEs</b>
10	<b>Total Available Hrs</b>	<b>(77 + 396+ 8) = 481 hrs</b>



## ALLOCATION OF TIME FOR STUDIES & EVENTS

S#	Activities/Studies/Subjects	Study Events / Hours					Broad Total (Hrs)
		LD	PD	TD	CS/W	Total	
	<b>General Events</b>						
1.	a. Inaugural Session (Inaugural Address & Welcome Address)					01/01	11
	b. Briefing by the CI, SMW					01/01	
	c. Presentation on NSPP by the Dean					01/01	
	d. Personal Introduction – Faculty & Participants					01/1.5	
	e. Presentation on Modules/Studies by respective Sponsor DSs					01/02	
	f. Assess your General Knowledge					01/01	
	g. Analytical Writing Test					01/1.5	
	h. Comprehension Test (Term Wise)					03/02	
2.	<b>Module - 1:</b> National Environment: Internal and External Dynamics (NEI&ED)	12/24	03/8.5	03/4.5	-	18/37	194
3.	<b>Module - 2:</b> Diversity of Pakistani State & Society: It's Impact on Administration and Service Delivery (DPS&S-IA&SD)	10/19.5	05/14	07/10.5	-	22/44	
4.	<b>Module - 3:</b> Economics and Financial Management at Operational Level(E&FM OL)	11/24.5	05/14	-	W/Seminar 03/12	19/50.5	
5.	<b>Module - 4:</b> Issues of Operational Effectiveness within Governance Framework (IOE &GF)	6/12	02/5.5	-	W-08/45	16/62.5	
6.	<b>Module - 5:</b> <u>Research Methodology and its Application</u>						
7.	Research Methodology , Communication Skills (CSk) and Critical Thinking	08/16	-	(Fasahat) (Part-I&II)/07	1/3	11/26	
8.	<b>Module - 6: Study Tours: Field Research</b>						47
	Inland Study Tour (IST)					01/33	
	Local Visits (LVs - FR)	-	-	-	-	01/07	
	PVPs (LVs) 02 + PVPs (IST) 04 = 06Hrs					02/06	
	Briefings LVs /FR & IST					02/01	

S#	Activities/Studies/Subjects	Study Events / Hours					Broad Total (Hrs)
		LD	PD	TD	CS/W	Total	
9	Module - 7:Information Technology Programme	20					8
	<b>Simulation Exercises (SE)</b>						
10.	SE- 1	-	-	-	-	01/55	111
	SE - 2	-	-	-	-	01/55	
	<b>Briefing Simulation Exercises</b>					02/01	
	<b>Case Studies Research (CSR)</b>						
11.	CSR - 1					01/6	18
	CSR - 2					01/6	
	CSR - 3					01/6	
	<b>Presentation and Miscellaneous Events</b>						
12.	<b>A. Presentations</b>						39
	• CrIPs (each 30 mins) Total 44 will be conducted in CDH & Auditorium side by side	-	-	-	-	44/11	
	• SGPs (each 1 hr) Total 06					06/06	
	• IRPP's (each 50 minutes) Total 10	-	-	-	-	10/8.5	
	• IRP Consultation 1 <sup>st</sup> & 2 <sup>nd</sup> draft					06/09.5	
• CRCP (2 hrs) + CRC Discussion (02 Hrs)	-	-	-	-	02/04		
	<b>B. Miscellaneous Events</b>						27
• Analysis Papers (1x1.5 hrs+1x2.5 hrs+1x3 hrs)					03/07		
• Analysis Paper De-briefing (3x 0.5hrs)					03/1.5		
• Peer Rating (0.5+0.5+02.0)					03/03		
• Interviews with Faculty Advisors(02 Hrs in each Term)					03/06		
• Certificate Award Ceremony , Rehearsal & Group Photographs					03/9.5		
13.	<b>Total Hours</b>						<b>481</b>
14.						<b>Hours Available</b>	<b>481</b>

## COURSE SCHEDULE

<b><u>BREAKUP</u></b>				
<b><u>S. #</u></b>	<b><u>Terms</u></b>	<b><u>From</u></b>	<b><u>To</u></b>	<b><u>Duration</u></b>
1.	Arrival / Registration	Saturday 23 <sup>rd</sup> September, 2017	Sunday 24 <sup>th</sup> September, 2017	1000-1230
3.	First Term	Mon 25 <sup>th</sup> September, 2017	Sunday 05 <sup>th</sup> November, 2017	06 Weeks
4.	Second Term	Mon 06 <sup>th</sup> November, 2017	Sun 10 <sup>th</sup> December, 2017	05 Weeks
5.	Third Term	Mon 11 <sup>th</sup> December, 2017	Fri 12 <sup>th</sup> January, 2018	05 Weeks
<b>Total</b>				16 Weeks

### Course Break

<b><u>S. #</u></b>	<b><u>Terms</u></b>	<b><u>From</u></b>	<b><u>To</u></b>	<b><u>Detail</u></b>
1	Mid-Course Break	Thursday 30 Nov, 2017	Sunday 3 Dec, 2017	04 Days 01 Working Day
<b>Total</b>				<b>04 Days 01 Working Day</b>

### GAZETTED HOLIDAYS

<b>Gazetted Holidays: 04</b> = Ashora 29-30 September, 2017 (one falling on Saturday), Eid Milad-ul-Nabi 01 Dec, 2017, Quaid-e-Azam day 25 Dec, 2017	<b>03 Working Days</b>
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**BLOCK PROGRAMME**



## MODULE - 1

# NATIONAL ENVIRONMENT: INTERNAL AND EXTERNAL DYNAMICS

## MODULE - 1

### NATIONAL ENVIRONMENT: INTERNAL AND EXTERNAL DYNAMICS

**AIM:**

To enhance participants' understanding of prevailing national, regional and global environment and its impact on internal and external dynamics of policy implementation and governance in Pakistan

**SCOPE:**

- Statecraft and Public policy formulation in the light of national purpose, interests, aims and objectives
- Relationships between state institutions as given in the Constitution and their role in policy formulation and implementation
- Interplay of internal and external factors and its impact on public policy formulation and implementation.

#### Summary of Events

<u>S. No</u>	<u>EVENTS</u>	<u>NUMBER OF EVENTS</u>	<u>HOURS</u>
1.	Lecture Discussion (LD)	12	24
2.	Panel Discussion (PD)	03	8.5
3.	Tutorial Discussion (TD)	03	4.5
	<b>Total:</b>	<b>18</b>	<b>37</b>

## MODULE - 1

### NATIONAL ENVIRONMENT: INTERNAL AND EXTERNAL DYNAMICS

Ref. #	TOPIC AND SCOPE	MODE	DURATION
1.01	<p><b><u>Public Policy - Sources, Formulation and Implementation (i) (National Security Policy)</u></b></p> <ul style="list-style-type: none"> <li>● Definition and parameters of national security.</li> <li>● Security of Pakistan - issues and challenges</li> <li>● Changing paradigms of national security since 1947.</li> <li>● Role and practice of state institutions in developing national security policy</li> </ul>	LD	02 Hours
1.02	<p><b><u>Public Policy - Sources, Formulation and Implementation (ii) (Foreign Policy of Pakistan)</u></b></p> <ul style="list-style-type: none"> <li>● Determinants of foreign policy.</li> <li>● Salient features of Pakistan's Foreign Policy since 1947</li> <li>● Foreign policy options in the changing regional and international scenario</li> </ul>	LD	02 Hours
1.03	<p><b><u>Public Policy - Sources, Formulation and Implementation (iii) (National Economic Policy)</u></b></p> <ul style="list-style-type: none"> <li>● Broad contours of national economic policy</li> <li>● Process of formulation of economic policy at the national level</li> <li>● Interaction of federal ministries and provincial departments in the formulation of economic policy</li> <li>● Process of developing policy implementation strategy at federal and provincial levels.</li> </ul>	LD	2 Hours
1.04	<p><b><u>Pakistan: State and Society</u></b></p> <ul style="list-style-type: none"> <li>● Relationship between state and society</li> <li>● Obligations of individual towards a state</li> <li>● Broad contours of Pakistani society in comparison with those of other countries</li> <li>● Pakistan's Youth Bulge-Challenges &amp; Opportunities</li> <li>● Factors effecting change in Pakistan and future direction</li> </ul>	LD	02 Hours
1.05	<p><b><u>Islam and Modern State</u></b></p> <ul style="list-style-type: none"> <li>● Concept of modern state</li> <li>● Salient features of an Islamic state</li> <li>● Vision and current status of founding father and philosopher poet</li> <li>● Ijtihad -Process and challenges</li> </ul>	LD	02 Hours

Ref. #	TOPIC AND SCOPE	MODE	DURATION
1.06	<u><b>Constitutional Framework Governing Pakistan</b></u> <ul style="list-style-type: none"> <li>• Role of Legislature, Executive &amp; Judiciary in our constitution</li> <li>• Interpretation of Constitution</li> <li>• Judicial activism and its impact on governance</li> </ul>	LD	02 Hours
1.07	<u><b>Governance and Service Delivery at the Provincial Level</b></u> <ul style="list-style-type: none"> <li>• Post 18<sup>th</sup> Amendment scenario: Provincial capacities and improvement in governance Challenges in service delivery mechanism for health and education sectors</li> </ul>	LD	2 Hours
1.08	<u><b>Governance and Service Delivery at the Local Level</b></u> <ul style="list-style-type: none"> <li>• Local government system in Pakistan – a subject of experimentation in different periods</li> <li>• Current local government systems in Pakistan – a comparative study</li> </ul>	LD	02 Hours
1.09	<u><b>Terrorism, Violent Extremism and State Response</b></u> <ul style="list-style-type: none"> <li>• Reasons of terrorism and violent extremism in Pakistan</li> <li>• Impact of sectarianism in Pakistan especially in south Punjab</li> <li>• Strategies to cope with the situation especially considering the soft and hard sides of terrorism and violent extremism.</li> <li>• Legal framework (national &amp; international) dealing with the terrorism</li> <li>• Issues in compliance of international law related to terrorism</li> <li>• Discussion on current status and issues relating to curriculum development viz-a-viz extremism.</li> <li>• Evaluation of the various strategies adopted their effectiveness and status of implementation.</li> </ul>	PD	2.5 Hours
1.10	<u><b>Terrorism, Violent Extremism and State Response</b></u> <ul style="list-style-type: none"> <li>• Definition of Terrorism</li> <li>• Factors Contributing to Terrorism</li> <li>• Impact of Terrorism on Society</li> <li>• International Dimensions of Terrorism</li> <li>• Strategies to cope with the situation</li> </ul>	TD	1.5 Hours
1.11	<u><b>Pak-India Relations</b></u> <ul style="list-style-type: none"> <li>▪ Resolutions on Kashmir Issue</li> <li>▪ Points of Determination in Kashmir Issue and Way Forward</li> <li>▪ Indus Waters Treaty</li> <li>▪ Irritants between two countries on water issue</li> </ul>	TD	1.5 Hours



Ref. #	TOPIC AND SCOPE	MODE	DURATION
	<ul style="list-style-type: none"> <li>▪ Trade Related Issues</li> </ul>		
1.12	<p><b><u>Pak-India Relations</u></b></p> <ul style="list-style-type: none"> <li>• Historical Perspective: A general overview</li> <li>• Constitutional and legal framework governing AJK and IHK</li> <li>• Aspirations of people of Kashmir</li> <li>• Way forward</li> <li>• An appraisal of Indus Waters Treaty</li> <li>• Issue of construction of new dams by India</li> <li>• Outcome of arbitration at different international forum</li> <li>• Way forward</li> <li>• Bilateral Trade; Challenges and Opportunities</li> <li>• Transit Trade through Pakistan</li> <li>• Analysis of SAFTA</li> </ul>	PD	03 Hours
1.13	<p><b><u>Water Resource Management</u></b></p> <ul style="list-style-type: none"> <li>• To build the operational side of Pakistan's National Water Distribution/Water Accord</li> <li>• To discuss the availability of water, demand, per capita consumption and the issues concerning the conservation, supply &amp; management in Pakistan</li> <li>• To discuss management of potable water, challenges and constraints at the level of service delivery</li> </ul>	LD	02 Hours
1.14	<p><b><u>Overview of Pakistan's Relations with Major Powers; USA and China</u></b></p> <ul style="list-style-type: none"> <li>• An appraisal of Pakistan's Foreign Policy since its independence and role of Major Powers (USA and China)</li> <li>• Challenges in Foreign Policy Implementation</li> </ul>	TD	1.5 Hours
1.15	<p><b><u>Overview of Pakistan's Relations with Major Powers; USA and China</u></b></p> <ul style="list-style-type: none"> <li>• An appraisal of Pakistan's relations with USA since independence</li> <li>• Changing scenario in the region and role of USA</li> </ul>	PD	03 Hours

Ref. #	TOPIC AND SCOPE	MODE	DURATION
	<ul style="list-style-type: none"> <li>• Economic development in Pakistan and role of USA</li> <li>• An appraisal of Pakistan's relations with China since independence</li> <li>• Changing scenario in the region and role of China</li> <li>• An appraisal of CPEC</li> </ul>		
1.16	<p><b><u>Pakistan's Relations with Afghanistan</u></b></p> <ul style="list-style-type: none"> <li>• <b>Current</b> Afghanistan scenario and options for Pakistan.</li> <li>• Overview of Pakistan's relations with CARs and future of TAPI pipeline.</li> <li>• Historical perspective of Pak-Iran relations and impact of recent nuclear deal between Iran and the West on our relations.</li> <li>• Prospects of IP pipeline and its political / economic implications for Pakistan</li> </ul>	LD	02 Hours
1.17	<p><b><u>Pakistan's Relations with Iran &amp; CARs</u></b></p> <ul style="list-style-type: none"> <li>• Overview of Pakistan's relations with Iran and CARs.</li> <li>• Historical perspective of Pak-Iran-CARs relations.</li> <li>• Prospects of IP and TAPI pipeline and its political / economic implications for Pakistan</li> </ul>	LD	02 Hours
1.18	<p><b><u>Situation in the Middle East and its Impact on Pakistan</u></b></p> <ul style="list-style-type: none"> <li>• Bilateral relations between Pakistan and countries of ME</li> <li>• Regional issues and challenges</li> <li>• Critical role of Pakistan in M.E affairs</li> </ul>	LD	02 Hours

## MODULE - 2

# DIVERSITY OF PAKISTANI STATE AND SOCIETY: IT'S IMPACT ON ADMINISTRATION AND SERVICE DELIVERY



## MODULE - 2

### DIVERSITY OF PAKISTANI STATE AND SOCIETY: IT'S IMPACT ON ADMINISTRATION & SERVICE DELIVERY

#### AIM

To enhance Participants' Understanding of Socio-Cultural Values, Beliefs and Attitudes of Pakistani Society and their Relevance to Public Administration and Policy Implementation

#### SCOPE

- Sensitize participants about the diverse composition of Pakistani society & its influence on public service
- Create awareness about the internal dynamics of the four provinces, PATA, FATA, AJK & Gilgit -Baltistan and its impact on national harmony & service delivery
- Build capacity of the participants to implement plans and programs with reference to marginalized sections of the society
- Develop an understanding of social issues confronting the state and society

#### Summary of Events

<u>S. No.</u>	<u>Events</u>	<u>No. of Events</u>	<u>Hours</u>
1	LD	10	19.5
2	PD	05	14
3	TD	07	10.5
	<b>Total</b>	<b>22</b>	<b>44</b>

## MODULE - 2

### DIVERSITY OF PAKISTANI STATE AND SOCIETY: IT'S IMPACT ON ADMINISTRATION & SERVICE DELIVERY

Ref. #	Topic & Scope	Mode	DURATION
2.01	<p><b><u>Pakistan's Heritage</u></b></p> <ul style="list-style-type: none"> <li>• The Indian/sub-continental context of Pakistan</li> <li>• The Muslim historical experience in the Indian Sub-continent</li> <li>• Implications of the Indian geographical and cultural basis of identity</li> <li>• Socio-cultural context of policy implementation</li> </ul>	LD	02 Hours
2.02	<p><b><u>Ethics and Governance</u></b></p> <ul style="list-style-type: none"> <li>• Values, Beliefs and Attitudes and their impact on Governance and Service Delivery in context of Pakistani society</li> <li>• Ethics - definition and concept</li> <li>• Existing laws and regulations on ethics, are they adequate, their implementation status and way forward</li> <li>• Ethical values and practices - national and international perspectives</li> <li>• Promoting ethics in the public service / examples of few countries</li> </ul>	LD	02 Hours
2.03	<p><b><u>Socio-Cultural Diversities within Punjab Province and their impact on Public Service Management</u></b></p> <ul style="list-style-type: none"> <li>• Enhance the understanding of the nature of diversities in Punjab province</li> <li>• Issues emerging out of such diversities and their impact on public administration</li> <li>• How to address these issues with possible strategic options</li> </ul>	LD	02 Hours
2.04	<p><b><u>Socio-Cultural Diversities within Punjab Province and their impact on Public Service Management</u></b></p> <ul style="list-style-type: none"> <li>• Threadbare discussion on the contents of 2.03 PD</li> </ul>	TD	1.5 Hours

Ref. #	Topic & Scope	Mode	DURATION
2.05	<p><b><u>Socio-Cultural Diversities within KP, FATA, FR &amp; PATA and their impact on Public Service Management</u></b></p> <ul style="list-style-type: none"> <li>• Enhance the understanding of the nature of diversities in KP, FATA, FR and PATA</li> <li>• Issues emerging out of such diversities and their impact on public administration</li> <li>• How to address these issues with possible strategic options</li> </ul>	LD	02 Hours
2.06	<p><b><u>Socio-Cultural Diversities within KP, FATA, FR and PATA and their impact on Public Service Management</u></b></p> <ul style="list-style-type: none"> <li>• Threadbare discussion on the contents of 2.05 PD</li> </ul>	TD	1.5 Hours
2.07	<p><b><u>Socio-Cultural Diversities within Sindh Province and their impact on Public Service Management</u></b></p> <ul style="list-style-type: none"> <li>• Enhance the understanding of the nature of diversities in Sindh province</li> <li>• Issues emerging out of such diversities especially urban rural and their impact on public administration</li> <li>• How to address these issues with possible strategic options</li> </ul>	LD	02 Hours
2.08	<p><b><u>Socio-Cultural Diversities within Sindh Province and their impact on Public Service Management</u></b></p> <ul style="list-style-type: none"> <li>• Threadbare discussion on the contents of 2.07 LD</li> </ul>	TD	1.5 Hours
2.09	<p><b><u>Socio-Cultural Diversities within Balochistan Province and their impact on Public Service Management</u></b></p> <ul style="list-style-type: none"> <li>• Enhance the understanding of the nature of diversities in Balochistan province</li> <li>• Issues emerging out of such diversities especially Baloch identity and their impact on public administration</li> <li>• How to address these issues with possible strategic options</li> </ul>	LD	02 Hours
2.10	<p><b><u>Socio-Cultural Diversities within Balochistan Province and their impact on Public Service Management</u></b></p> <ul style="list-style-type: none"> <li>• To have a threadbare discussion on the contents of 2.09 LD</li> </ul>	TD	1.5 Hours

Ref. #	Topic & Scope	Mode	DURATION
2.11	<p><b><u>Peculiarities of Politico-Administrative Arrangements &amp; Governance in Gilgit - Baltistan</u></b></p> <ul style="list-style-type: none"> <li>• Historical background of politico administrative setup in GB</li> <li>• Administrative and suggested reforms in GB and their impact on public service and governance</li> <li>• Political &amp; economic peculiarities in GB &amp; their impact on public service and development</li> </ul>	LD	02 Hours
2.12	<p><b><u>Peculiarities of Politico-administrative Arrangements and Governance in Gilgit-Baltistan</u></b></p> <ul style="list-style-type: none"> <li>• To have a threadbare discussion on the contents of 2.11 LD</li> </ul>	TD	1.5 Hours
2.13	<p><b><u>Socio-Cultural Diversities within AJ &amp;K and their impact on Public Service Management</u></b></p> <ul style="list-style-type: none"> <li>• Enhance the understanding of the nature of diversities in AJ&amp;K</li> <li>• Issues emerging out of such diversities and their impact on public administration</li> <li>• How to address these issues with possible strategic options</li> </ul>	PD	2.5 Hours
2.14	<p><b><u>Socio-Cultural Diversities within AJ &amp;K and their impact on Public Service Management</u></b></p> <ul style="list-style-type: none"> <li>• Threadbare discussion on the contents of 2.13 PD</li> </ul>	TD	1.5 Hours
2.15	<p><b><u>Development of Arts &amp; Literature and its Impact on Pakistani Society</u></b></p> <ul style="list-style-type: none"> <li>• Challenges to arts and performing arts in Pakistan in their promotion and development</li> <li>• Perspective of literature in Pakistan: Its promotion and development</li> <li>• The impact of arts and literature in creating national harmony</li> </ul>	PD	03 Hours



Ref. #	Topic & Scope	Mode	DURATION
2.16	<p><b><u>Human Rights &amp; Minorities in Pakistan</u></b></p> <ul style="list-style-type: none"> <li>• Issue of human rights in Pakistan</li> <li>• Human rights of religious minorities in Pakistan</li> <li>• War on terrorism and Human Rights abuses</li> <li>• Laws governing Human Rights, and status of Human Rights in Pakistan with reference to International scenario</li> <li>• The nature and type of minorities in the society</li> <li>• Legal Framework and institutional support for the minorities</li> <li>• Strategies for the needs of minorities</li> </ul>	PD	2.5 Hours
2.17	<p><b><u>Women Empowerment and Gender Mainstreaming</u></b></p> <ul style="list-style-type: none"> <li>• Women Population in Pakistan (both Urban and Rural)</li> <li>• Legislation with regard to women empowerment &amp; gender mainstreaming</li> <li>• Conceptualizing Women Economic Empowerment</li> <li>• Female labour force participation and their gainful employment</li> <li>• Gender disparity public sector especially in education and health</li> <li>• Status of gender disparity in Pakistan with reference to international scenario</li> <li>• Future Policy Options</li> </ul>	PD	03 Hours
2.18	<p><b><u>Issues and Welfare of Children in Pakistan</u></b></p> <ul style="list-style-type: none"> <li>• Child labour in different sectors of economy</li> <li>• Children issues i.e. Infant mortality, malnutrition, etc.,</li> <li>• International commitments and national legislation with regard to child labour</li> <li>• National and international laws related to welfare of children</li> <li>• Challenges to the implementation status of the local and international obligation</li> <li>• Future policy options</li> </ul>	LD	02 Hours
2.19	<p><b><u>Issues and Welfare of Children in Pakistan</u></b></p> <ul style="list-style-type: none"> <li>• Threadbare discussion on the contents of 2.19 LD</li> </ul>	TD	1.5 Hours

Ref. #	Topic & Scope	Mode	DURATION
2.20	<p data-bbox="302 220 663 248"><b><u>Urbanization and Migration</u></b></p> <ul data-bbox="348 285 1465 516" style="list-style-type: none"> <li data-bbox="348 285 1304 313">• Level of urbanization and urban growth in the light rural-urban migration.</li> <li data-bbox="348 326 926 354">• Cities as center of growth and development</li> <li data-bbox="348 367 1465 435">• Challenges and issues in urban management i.e. shortage of services, housing including development of informal and unauthorized settlements, etc.</li> <li data-bbox="348 448 863 475">• Past policies and their implementation</li> <li data-bbox="348 488 663 516">• Future Policy Options</li> </ul>	LD	02 Hours
2.21	<p data-bbox="302 553 621 581"><b><u>Smart Cities &amp; Eco Cities</u></b></p> <ul data-bbox="348 618 1570 727" style="list-style-type: none"> <li data-bbox="348 618 821 646">• Concept of smart cities / Eco Cities</li> <li data-bbox="348 659 1570 686">• Challenges &amp; Issues of Mega Cities (like Karachi) and their transformation into Smart/Eco Cities</li> <li data-bbox="348 699 663 727">• Future Policy Options</li> </ul>	LD	1.5 Hours
2.22	<p data-bbox="302 764 663 792"><b><u>Environmental Management</u></b></p> <ul data-bbox="348 829 1073 1019" style="list-style-type: none"> <li data-bbox="348 829 989 857">• Environmental issues and regulatory framework</li> <li data-bbox="348 870 705 898">• Sustainable development</li> <li data-bbox="348 911 1073 938">• Environmental and social issues in project development</li> <li data-bbox="348 951 831 979">• Strategic environmental assessment</li> <li data-bbox="348 992 905 1019">• Sustainable natural resource management</li> </ul>	PD	03 Hours

## MODULE -3

# ECONOMIC AND FINANCIAL MANAGEMENT AT OPERATIONAL LEVEL

## Module - 3

### ECONOMIC AND FINANCIAL MANAGEMENT AT OPERATIONAL LEVEL

#### AIM:

To enhance comprehension of economic governance, concepts and issues, and enable the participants to use economic and financial instruments in analysis, interpretation and the implementation of policy.

#### SCOPE:

- Understanding broad micro and macro- economic concepts
- Examining macro- economic frame work and processes for growth and development
- Understanding the rationale and performance of Public Sector enterprises
- Role of Private Sector in economic growth
- Strategic appraisal of agricultural and industrial policies for economic growth
- Role of markets in influencing the policy making and its implementation.

<u>SUMMARY OF EVENTS</u>		<u>NUMBER OF EVENTS</u>	<u>HOURS</u>
1.	Lecture Discussion (LD)	11	24.5
2.	Panel Discussion (PD)	05	14
3	Workshop	02	06
4.	Seminar	01	06
<b>Total:</b>		<b>19</b>	<b>50.5</b>

## Module - 3

### ECONOMIC AND FINANCIAL MANAGEMENT AT OPERATIONAL LEVEL

Ref #	TOPIC/Scope	Mode	Duration
3.01	<b><u>Basic Economic Concepts and Theories</u></b> <ul style="list-style-type: none"> <li>• Micro and Macroeconomic concepts &amp; applications</li> <li>• Concept of consumers and producers, supply and demand &amp; its application</li> <li>• Concept of aggregate demand and supply, GNP, GDP &amp; its application in economic governance</li> </ul>	LD	2+2= 4 hours
3.02	<b><u>Economic Planning in Pakistan</u></b> <ul style="list-style-type: none"> <li>• Development history of Pakistan</li> <li>• Understanding Macro economic planning and relevant issues like inflation, fiscal deficit, structural adjustment programs, balance of payment etc.</li> <li>• Role of foreign economic assistance</li> <li>• Poverty, population and development indicators.</li> <li>• Opportunities created through CPEC and the challenges, if any.</li> <li>• Post-18th Amendment Challenges &amp; way forward strategies</li> </ul>	LD	2 hours
3.03	<b><u>Taxation Structure in Pakistan (Federal)</u></b> <ul style="list-style-type: none"> <li>• Taxation theory, practice and its relevance to economic growth</li> <li>• Issues with the Provinces after 18<sup>th</sup> Amendment (Overlapping / input adjustment etc.)</li> <li>• Present taxation Structure at the Federal level</li> <li>• Comparison between direct and indirect taxation and respective impact on society</li> <li>• How to optimize the existing structure? Challenges and way forward</li> </ul>	LD	2 hours
3.04	<b><u>Taxation at the Sub-National levels</u></b> <ul style="list-style-type: none"> <li>• Present taxation Structure at the provincial and district levels</li> <li>• Capacity and other operational level issues</li> <li>• Enhanced potential and responsibility after devolution under the 18<sup>th</sup> amendment</li> <li>• Issues with FBR (Overlapping / input tax adjustment etc, and how to resolve these)</li> <li>• Level of incentive or disincentive for enhancing revenues after the 7<sup>th</sup> NFC Award</li> <li>• Challenges and way forward under the devolved setup</li> </ul>	PD	2 hours
3.05	<b><u>Role of International Financial Assistance in Pakistan's Economy</u></b> <ul style="list-style-type: none"> <li>• Implications of Donor Assistance and Pakistan's Economic Development</li> <li>• Pakistan's Internal Dynamics and International Monetary Fund</li> <li>• Balance of payments, fiscal and structural reforms and sustainable growth - its concept and implications for the economy</li> <li>• Impact of Chinese development assistance under CPEC.</li> </ul>	PD	3 Hours

3.06	<p><b><u>Economic Development</u></b></p> <ul style="list-style-type: none"> <li>• What is economic development? Theories of economic development</li> <li>• Basic Concepts of income inequality, poverty, population and various other development indicators applicable in governance</li> <li>• Defining and understanding rural poverty in Pakistan</li> <li>• Poverty in historical perspective</li> <li>• Effectiveness of poverty alleviation strategies, especially the BISP</li> </ul>	LD	2 hours
3.07	<p><b><u>Public Finance Management</u></b></p> <ul style="list-style-type: none"> <li>• Overview of public finance in Pakistan</li> <li>• Expenditure Budget and the basis of its allocation</li> <li>• Prioritizing expenditure and re-allocation within the budget grant</li> <li>• Challenges and strategies for improving the financial system</li> <li>• Local Resource Generation</li> </ul>	LD	2 hours
3.08	<p><b><u>Challenges to Agriculture in Pakistan</u></b></p> <ul style="list-style-type: none"> <li>▪ Agriculture and livestock sectors as engines of growth</li> <li>▪ Challenges due to climatic changes and strategies for increasing productivity</li> <li>▪ Produce markets, support pricing and subsidies. Agricultural markets reform process</li> <li>▪ Significance of regulatory regime in Agriculture</li> <li>▪ Agricultural Research and Biotechnology for food Security</li> <li>▪ High value Agriculture; Dairy, sheep, cattle farming, edible oil, floriculture and horticulture</li> <li>▪ Prospects of foreign direct investment in agriculture sector</li> </ul>	PD	03 hours
3.09	<p><b><u>Industrial Development in Pakistan</u></b></p> <ul style="list-style-type: none"> <li>• Structure of industry (large scale and SMEs) in Pakistan &amp; its export potential</li> <li>• Comparative performance of large scale and SME sector in Pakistan – Issues and challenges</li> <li>• Implementation strategy for industrial growth in the present policy environment</li> <li>• Importance of Tourism as an industry – prospects of growth</li> <li>• Chinese investment in the CPEC projects and its impact on the industrial sector</li> </ul>	PD	3 hours
3.10	<p><b><u>Trade Policy &amp; its Strategic Implications</u></b></p> <ul style="list-style-type: none"> <li>• Challenges/opportunities for trade relations with regional trade blocks</li> <li>• Domestic commerce and its linkages with trade</li> <li>• Interface with WTO - our preparedness and implications</li> <li>• Strategies for increasing &amp; improving trade</li> <li>• Efficacy of FTAs for Pakistan's trade.</li> <li>• CPEC - Its future implications for Pakistan</li> </ul>	LD	2.5 hours

3.11	<p><b><u>The Dynamics of Energy Sector in Pakistan</u></b></p> <ul style="list-style-type: none"> <li>• Dynamics, Potential and viability of various energy mix options through structural arrangements</li> <li>• IPP's &amp; government's stance over circular debt</li> <li>• Energy governance structure and expertise</li> <li>• Challenges and strategies to address the energy crises</li> <li>• CPEC related energy projects - their contribution towards a balanced energy mix.</li> </ul>	LD	2 hours
3.12	<p><b><u>Understanding Financial Statements (Public Sector)</u></b></p> <ul style="list-style-type: none"> <li>• International accounting standards and those followed in Pakistan</li> <li>• Types of financial statements used by the Public Sector</li> <li>• Their statistical value and importance in facilitating the decision making</li> <li>• Legal requirements and actual practice, especially in the Public Sector</li> <li>• Hands on exercise on financial statements applications</li> </ul>	W	03 hours
3.13	<p><b><u>Understanding Financial Statements (Commercial)</u></b></p> <ul style="list-style-type: none"> <li>• International accounting standards and those followed in Pakistan</li> <li>• Types of financial statements used by the Private Sector</li> <li>• Their statistical value and importance in facilitating the decision making</li> <li>• Legal requirements and actual practice, especially in the Private Sector</li> <li>• Hands on exercise on financial statements applications</li> </ul>	W	03 hours
3.14	<p><b><u>Market Dynamics Influencing Policy and the Role of Regulatory Bodies in Good Governance</u></b></p> <ul style="list-style-type: none"> <li>• Evolution and functioning of regulatory bodies</li> <li>• Cartelization and effectiveness of the regulatory framework in countering it.</li> <li>• Creating space for fair competition by removing market distortions</li> <li>• The role of regulatory bodies in public service delivery</li> <li>• Developing relationship between policy and implementation</li> <li>• Example of one or more regulatory bodies would be discussed</li> </ul>	LD	02 hours
3.15	<p><b><u>Market Dynamics Influencing Policy and the Role of Regulatory Bodies in Good Governance</u></b></p> <ul style="list-style-type: none"> <li>• In this topic, practical aspects of the market dynamics, regulatory bodies &amp; challenges in implementation of policies would be covered.</li> </ul>	PD	03 hours
3.16	<p><b><u>State Owned Entities &amp; Privatization process in Pakistan</u></b></p> <ul style="list-style-type: none"> <li>• Rationale of SOEs in Pakistan - Their performance as economic entities</li> <li>• Issues, challenges and strategies for improving their regulatory regimes</li> <li>• Prospects of Public- Private partnership in SOEs</li> <li>• Privatization - a measure of revenue generation</li> </ul>	LD	02 hours

	<ul style="list-style-type: none"> <li>• Does privatization lead to better management, in the greater public interest</li> <li>• Pakistan's privatization experience</li> <li>• Risks and counter measure strategy for adopting public private partnership and the international experience</li> </ul>		
3.17	<p><b><u>Tourism Industry</u></b></p> <ul style="list-style-type: none"> <li>• To understand Tourism as a major industry globally</li> <li>• Importance of Domestic Tourism</li> <li>• Impact of Domestic Tourism on the economy, culture and environment</li> <li>• Government's role as a partner in Tourism Development</li> <li>• Valuation of environmental resources</li> </ul>	LD	02 hours
3.18	<p><b><u>CPEC -An imitative of One Belt One Road(OBOR)</u></b></p> <ul style="list-style-type: none"> <li>• Role of CPEC in Economic Development of the region with focus on Pakistan</li> <li>• Energy and Infrastructure projects under CPEC</li> <li>• Impact of CPEC on Pakistan's strategic position</li> <li>• Share of CPEC projects for different regions of Pakistan</li> <li>• Regional and local Issues and role of foreign stakeholders.</li> <li>• How to synergize domestic development portfolio</li> <li>• Hurdles in implementation of CPEC projects and way forward to overcome it.</li> <li>• CPEC and way forward</li> </ul>	Seminar	06 Hours
3.19	<p><b><u>Services Sector Development in Pakistan</u></b></p> <ul style="list-style-type: none"> <li>• Role of services in the global development history, and specifically in Pakistan</li> <li>• Contribution of Services sector towards Pakistan's GDP and Revenues</li> <li>• Opportunities created in this sector through developments in the field of Information Technology and challenges to the existing operators</li> <li>• Contribution of services sector towards entrepreneurship development and poverty reduction</li> <li>• GATS (General Agreement on Trade in Services) and the role of WTO</li> <li>• CPEC investments in the Services sector</li> </ul>	LD	2 Hours



## MODULE - 4

# ISSUES OF OPERATIONAL EFFECTIVENESS WITHIN GOVERNANCE FRAMEWORK

## MODULE - 4

### ISSUES OF OPERATIONAL EFFECTIVENESS WITHIN GOVERNANCE FRAMEWORK

**AIM:**

To equip the participants with tools in the critical areas of operational management so as to develop their capacity for effective public service delivery within the governance framework

**SCOPE:**

- Capacity building through skill enhancement to implement evidence based policy, and measure its outcomes
- Familiarize the participants with the role of the Government and the private sector in the process of Policy Implementation
- Sensitize the participants with the need for integration of institutional effort for effective operational management
- Role of civil servant as a leader/manager for decision making and problem solving

**SUMMARY OF EVENTS**

<u>S. #</u>	<u>EVENTS</u>	<u>NUMBER OF EVENTS</u>	<u>HOURS</u>
1	Lecture Discussion (LD)	06	12
2	Panel Discussion (PD)	02	5.5
4	Workshop (W)	08	45
	<b>Total</b>	<b>16</b>	<b>62.5</b>

## MODULE - 4

### ISSUES OF OPERATIONAL EFFECTIVENESS WITHIN GOVERNANCE FRAMEWORK

Ref. #	Topic & Scope	Mode	Duration
4.01	<p><b><u>Stress Management</u></b></p> <ul style="list-style-type: none"> <li>• Definition and Theoretical Framework of Stress</li> <li>• Causes &amp; Impact of Stress</li> <li>• How to deal with personal and job stress</li> </ul>	Workshop	04 Hours
4.02	<p><b><u>Strategy Implementation</u></b></p> <ul style="list-style-type: none"> <li>• Strategic management – conceptual framework</li> <li>• Defining goals, reviewing gaps, identifying strategic alternatives and defining strategic options</li> <li>• KPIs (key performance Indicators)</li> <li>• Devising Quantitative statements and qualitative measurement parameters keeping in view the mission, vision and goals</li> <li>• Formulating different implementation strategy options for various sectors</li> <li>• Adoption of a pragmatic strategy plan for implementation</li> <li>• Monitoring and evaluation of implementation process and taking corrective measures against any deviations</li> </ul>	Workshop	12 Hours (2-days)
4.03	<p><b><u>Public Private Partnership</u></b></p> <ul style="list-style-type: none"> <li>• Definition &amp; Types of PPP</li> <li>• Policy framework</li> <li>• Risk sharing between public &amp; private sectors</li> <li>• Issues &amp; Challenges</li> <li>• International PPP Practices &amp; Models</li> <li>• Successful PPP Models in Pakistan (e.g. Punjab Education Foundation)</li> </ul>	LD	2 Hours
4.04	<p><b><u>Workshop on Project Management</u></b></p> <ul style="list-style-type: none"> <li>• Project Management in the context of requirements of the Planning Commission</li> <li>• Project identification, formulation &amp; appraisal techniques</li> <li>• Financial analysis of project, ratio application, transactional analysis of development projects-hands on exercises (NPV, IRR, Benefit cost ratios-basic histogram, S-curve, earned value analysis)</li> <li>• Project management framework to optimize the allocation and integration of inputs-virtual project management</li> </ul>	Workshop	04 Hours

Ref. #	Topic & Scope	Mode	Duration
	<ul style="list-style-type: none"> <li>Midterm review &amp; corrective measures. Project Conclusion. Process of PC-III, IV &amp;V</li> </ul>		
4.05	<p><b><u>Project Management</u></b></p> <ul style="list-style-type: none"> <li>Project Risk Analysis</li> <li>Portfolio management</li> <li>Latest IT Applications</li> </ul>	LD	02 Hours
4.06	<p><b><u>Issues of HR in Public Sector</u></b></p> <ul style="list-style-type: none"> <li>Recruitment &amp; Training</li> <li>Job Analysis &amp; Remuneration</li> <li>Performance Evaluation</li> <li>Career Progression</li> <li>Change Management</li> <li>Employees Welfare</li> <li>Comparison of Public &amp; Private Sector HR Practices</li> </ul>	LD	2 Hours
4.07	<p><b><u>Handling Court Cases and Litigation</u></b></p> <ul style="list-style-type: none"> <li>Preparing response/ para wise comments on court cases</li> <li>Interaction with law officers and offices of the concerned governments</li> <li>Preparation &amp; Presentation of Cases on behalf of Govt.</li> <li>Capacity building of civil servants for interaction with judiciary</li> </ul>	PD	2.5 Hours
4.08	<p><b><u>Interaction With Media-Persons and Use of Social Media in Governance</u></b></p> <ul style="list-style-type: none"> <li>Increasing public awareness due to role of media, Right to Information &amp; Right to Services Laws, etc.</li> <li>Rising trend of Media highlighting inefficiencies in Public Service delivery</li> <li>The concept of Spokesperson in Public Sector organizations</li> <li>Legal Framework governing media handling by Civil Servants</li> <li>Proactive and Reactive approaches to media handling</li> <li>Issues and Challenges in Media Interaction and in use of social media</li> </ul>	Workshop	6 Hours

Ref. #	Topic & Scope	Mode	Duration
	<ul style="list-style-type: none"> <li>• Response to challenges within existing framework</li> <li>• Hands-on exercise(s) including mock by Ministry of Information</li> </ul>		
4.09	<p><b><u>Negotiation Skills</u></b></p> <ul style="list-style-type: none"> <li>• Negotiating Role of Civil Servants</li> <li>• Challenges and Issues</li> <li>• Types of International Negotiations/Agreements (Scope may be modified according to the specific needs)</li> </ul>	Workshop	4 Hours
4.10	<p><b><u>Leadership</u></b></p> <ul style="list-style-type: none"> <li>• Conceptual Framework of Leadership &amp; Team Dynamics</li> <li>• Roles, responsibilities and nature of challenges of leadership in Public and Private Sector</li> <li>• Leadership &amp; Management Success Stories</li> </ul>	Workshop	03 Hours
4.11	<p><b><u>Impact of RTI Laws on Public Service Delivery &amp; Challenges for Public Servants</u></b></p> <ul style="list-style-type: none"> <li>• To familiarize participants with international and national RTI laws</li> <li>• To discuss the rational and importance of RTI legislation</li> <li>• Challenges and issues in the implementation of the laws</li> <li>• To equip participants with necessary understanding for effective implementation</li> </ul>	LD	02 Hours
4.12	<p><b><u>Business Startup &amp; Role of Innovation/Technology in Knowledge Economy</u></b></p> <ul style="list-style-type: none"> <li>• Business Startup planning.</li> <li>• Innovative entrepreneurship</li> <li>• Sustainability challenges</li> <li>• Growth &amp; Development process</li> <li>• Growing beyond manufacturing to knowledge economy by taking advantage of IT</li> <li>• Exploitation of knowledge economy by OECD countries.</li> <li>• Dependence on industrial economy and its constraints.</li> <li>• Knowledge economy and economy of scales.</li> <li>• Role of civil servants in comprehending and applying the mechanism of knowledge economy</li> </ul>	Workshop	04 Hours

Ref. #	Topic & Scope	Mode	Duration
4.13	<u><b>Evidence Based Decision Making</b></u> <ul style="list-style-type: none"> <li>• Three modules like Systematic Approaches to Decisions Making, Impact Evaluations, etc.</li> </ul>	Workshop (Digital Modules and In Class Discussions)	08 hrs
4.14	<u><b>Disciplinary Action, Authority and Authorized Officer</b></u> <ul style="list-style-type: none"> <li>• Disciplinary action against government officers/official</li> <li>• Role of authority and authorized officer</li> <li>• Relevant rules and regulations with reference to their implementation</li> <li>• Discussion on practical examples and common mistakes made during inquiry proceedings.</li> </ul>	LD	2 Hours
4.15	<u><b>Public Procurement Rules and Implementation Issues (PPRA)</b></u> <ul style="list-style-type: none"> <li>• Public procurement reforms in Pakistan and new regulatory framework</li> <li>• What are Public Procurement Rules: their scope, applicability,</li> <li>• Principles of procurement, bidding, and qualification of suppliers, Specifications, evaluation criteria, stages and conditions?</li> <li>• How is transparency ensured and what are the Issues confronted in Implementation?</li> <li>• What measure can be taken to improve compliance and enforcement of the rules?</li> </ul>	PD	03 Hours
4.16	<u><b>Contract Management</b></u> <ul style="list-style-type: none"> <li>▪ Contract Management definition, scope and utility</li> <li>▪ Sensitize about its various elements e.g. developing contract strategy, risk assessment, developing a contract management plan, drafting specifications and requirements, establishing the form of contract, establishing the pre-qualification, qualification &amp; tendering procedures, etc.</li> </ul>	LD	02 Hours

## **MODULE - 5**

### **Research Methodology and its Application**

## MODULE - 5

### Research Methodology and its Application

**AIM:**

To introduce Research Methodology to participants with a view to enable them to undertake research related to public policy issues and their implementation

**SCOPE:**

- To equip participants with research and analytical skills for public policy implementation and review.
- To inculcate and enhance the knowledge and ability of participants to analyze and interpret contemporary issues, enabling them to suggest public policy options in an organized manner.
- Comprehend the methodology of analyzing and prioritizing public policy options for effective implementation.

<u>S. No</u>	<u>EVENTS</u>	<u>NUMBER OF EVENTS</u>	<u>HOURS</u>
1.	Lecture Discussions Research Methodology	03	06 Hours
2	Communication Skills (I&II) - LDs	02	04 Hours
3	Exercise (Fasahat Part -1 & Part-2)-TD	02	07 Hours
4.	Critical Thinking (I & II) - LDs	02	04 Hours
5.	Analytical Writing - W	01	03 Hours
	Introduction to Daftri Urdu-LD	01	02 Hours
	<b>Total</b>	11	26



**MODULE - 5**  
**RESEARCH METHODOLOGY AND ITS APPLICATION**

Ref. #	TOPIC AND SCOPE	MODE	DURATION
5.01 To 5.03	<b><u>Introduction to Research Methodology</u></b> <ul style="list-style-type: none"> <li>• To provide a guideline on research methods employed for writing a research paper</li> <li>• To acquaint the participants with a useful format with a sequence to be followed in a research paper</li> </ul>	LD	03x 02=06 Hours
5.04	<b><u>Communication Skills-I</u></b> <ul style="list-style-type: none"> <li>• To inculcate and promote effective presentation skills among participants</li> </ul>	LD	02 Hours
5.05	<b><u>Communication Skills-II</u></b> <ul style="list-style-type: none"> <li>• To inculcate and promote effective writing skills among participants</li> </ul>	LD	02 Hours
5.06	<b><u>Critical Thinking-I</u></b> <ul style="list-style-type: none"> <li>• To inculcate in participants the art of critical thinking, i.e. presenting and assessing arguments/theories, on the basis of credible and relevant evidence</li> </ul>	LD	02 Hours
5.07	<b><u>Critical Thinking-II</u></b> <ul style="list-style-type: none"> <li>• To inculcate in participants the art of critical thinking, i.e. presenting and assessing arguments/theories, on the basis of credible and relevant evidence. To quickly evaluate the evidence, participants would also learn to sharpen their reading skills, including speed reading</li> </ul>	LD	02 Hours
5.08	<b><u>Analytical Writing</u></b> <ul style="list-style-type: none"> <li>• To inculcate and promote effective analytical writing skills among participants so as to analyze and present public policy issues in an organized and rational manner.</li> <li>• To impart skills regarding 'Summary Writing' including its writing addressed for different government functionaries</li> </ul>	W	03 Hours
5.09	<b><u>Introduction to Daftri Urdu</u></b> <ul style="list-style-type: none"> <li>• Need and significance of understanding a bilingual medium (Urdu) of instructions/communication</li> </ul>	LD	02 Hours

	<ul style="list-style-type: none"> <li>Basic tips for writing Official Correspondence (draft, note, office memorandum, official summary etc) in Urdu language</li> </ul>		
5.10&5.11	<u><b>Fasahat-I &amp; II</b></u> <ul style="list-style-type: none"> <li>Two extempore public speaking exercises to provide basic instructions in Public Speaking. These will help participants in improving their presentation skills while facing an audience.</li> </ul>	TD (2)	3.5+3.5 Hours 2-days
	<b>Total:</b>	<b>11</b>	<b>26 Hours</b>

**MODULE -6**

**STUDY TOURS: FIELD RESEARCH**

**INLAND STUDY TOUR**

&

**LOCAL VISITS**

## MODULE - 6

### STUDY TOURS: FIELD RESEARCH

#### INLAND STUDY TOUR= LOCAL VISIT

##### AIM

To enhance the knowledge of participants about the functioning and performance of public service organizations and private institutions working in diversified socio-cultural environment.

##### SCOPE

- To visit Federal ministries, Provincial institutions and other organizations to gain knowledge about their functioning
- To interact with provincial political and bureaucratic leaders to benefit from their knowledge / experience and to have insight into their strategies / difficulties
- To visit different parts of all the provinces to gain insight into peculiar socio-cultural environment
- To understand impact of diverse socio-cultural environment on governance / service delivery
- To visit public / private sector enterprises to familiarize the participants with diverse management techniques and to draw comparisons
- To travel and stay together in smaller groups to develop friendly relationships for enhanced mutual understanding

<u>S. No</u>	<u>EVENTS</u>	<u>NUMBER OF EVENTS</u>	<u>HOURS</u>
1.	Inland Study Tour (IST)	01	33
2.	Local Visit - Field Research (LV-FR)	01	07
3.	Post Visit Presentations (IST & LV -FRs)	02	06
4.	Briefing IST & LV-FR	02	01
<b>Total Hours</b>			<b>47</b>

## **STRATEGY:**

**Inland Study Tours:** Participants will be divided into Several groups:-

### **Local Visit - Field Research (LV -FR):**

Local Visit (At least one) will be planned in and around Lahore during the course. Participants will be divided into a number of groups in relation to the organization/ site to be visited.

## MODULE - 7

# INFORMATION TECHNOLOGY PROGRAMME

# INFORMATION TECHNOLOGY PROGRAMME

**Aim:**

To acquaint the participants with a working knowledge of computers so as to break their inertia and enable them to make use of IT, for enhancing their effectiveness, individually and at the organizational level and to equip them to utilize IT tools for decision making and monitoring performance.

Ref. #	TOPIC AND SCOPE	MODE	DURATION
7.01	<p><b><u>Computer Literacy Training including Hands on Training &amp; Test</u></b></p> <ul style="list-style-type: none"> <li>• Working hands-on ability to use multipurpose office applications software like MS Office in order be able to type in MS Word a document/draft/format and save/print it, prepare MS Power Point Presentations including the use of calculations in MS Excel.</li> <li>• Effective use of internet for academic research e.g. academic journals, articles, e-books, etc. and working know how of the e-mail system.</li> </ul>	Computer Lab	<ul style="list-style-type: none"> <li>• IT programme will run in afternoons (Mon -Fri) 1600 to 1800 Hrs</li> </ul>
7.02	<p><b><u>USE OF IT FOR EFFECTIVE POLICY IMPLEMENTATION SERVICE DELIVERY &amp; MONITORING</u></b></p> <ul style="list-style-type: none"> <li>• Concept of evidence-based e-governance and its utility in policy implementation, service delivery &amp; monitoring.</li> <li>• Use of ICT for decision-making and monitoring performance</li> <li>• Case Studies of use of ICT in health, education, policing etc.</li> <li>• Hands-on Training on development of various IT applications.</li> </ul>	<ul style="list-style-type: none"> <li>• Workshop To be organized by PITB</li> <li>• LD by PITB Speaker</li> </ul>	06+02=08 Hours

## **SIMULATION EXERCISES**



## **SIMULATION EXERCISES**

### **Aim**

- Develop participants' strategic vision for developing integrated policy implementation frameworks to achieve the national objectives.
- Offer the participants opportunities to apply their knowledge and skills to develop practicable solutions for effective service delivery.
- Develop the attitudes and skills required for working in a team, and of building consensus through a consultative process.
- Sharpen the participants' ability to sift out the essential from the trivial in a given scenario and prioritize issues in a constrained resource and time environment.

### **Scope**

- Develop effective "Implementation Mechanisms" which will ensure service delivery to the public under a given environment while ensuring that such a mechanism achieves the goals envisaged in the national policy directive.
- Enable the participants to prioritize the issues and policy / strategy options keeping in view the social, economic and political constraints while allocating limited resources among competing demands.
- Develop ability to strike a balance between continuity and change based on a realistic analysis of the challenges and opportunities arrived at by a strategic appraisal of the prevailing environment.
- Enhance participants' capacity to formulate specific set of action plans for sustained execution of the operational strategies which provide equitable and financially sustainable solutions.
- Sharpen foresight to identify potential destabilizing factors and suggest contingency plans to overcome them with a view to ensure uninterrupted service delivery.
- Develop abilities to innovate and formulate strategies which are not based on mundane and run off the mill practices.
- Familiarize participants with the process of formulating comprehensive National Policies.

**CONDUCT:**

There will be two simulation exercises during the course.

**SIMULATION EXERCISES**

<b><u>Ref</u></b>	<b><u>Exercises</u></b>	<b><u>Duration</u></b>
7.01	<b>S.E. I</b>	55 Hours
7.02	<b>S.E. II</b>	55 Hours
	Briefing Exercises	01 Hour
	<b>Total</b>	<b>111 hours</b>

## CASE STUDIES

**Aim:**

To develop analytical skills of the participants and to demonstrate the knowledge skills and experience in real life situation, the Case Studies are conducted during the Course.

**Conduct:**

There will be three Case Studies; one in every term.

- i. CSR - 1
- ii. CSR - 2
- iii. CSR - 3

**PRESENTATIONS**  
**AND**  
**MISCELLANEOUS EVENTS**

## SUMMARY

<u>Ref</u>	<u>Event</u>	<u>Duration</u>
<b><u>PRESENTATIONS</u></b>		
<b>CURRENT ISSUES PRESENTATIONS (CrIP)</b>		
• CrIP-1 to 44	30 minutes each: will be conducted in SMC Class Room (See details on next pages)	11 Hours
<b>SERVICE GROUP PRESENTATIONS (SGPs)</b>		
• SGP 1 to 06	01 hr each in SMC Class Room	06 Hours
<b>INDIVIDUAL RESEARCH PAPER (IRP)</b>		
• Individual Research Paper Presentations	10 (Selective) 50 minutes each	8.5 Hours
• IRP Consultation 1 <sup>st</sup> & 2 <sup>nd</sup> draft		9.5 Hours
<b>Course Review Committee Presentation CRCP &amp; CRC Discussion</b>	02 + 02 hours:- See details on next pages	04 Hours
Total:		<b>39 Hours</b>
<b><u>POST VISIT PRESENTATIONS IST &amp; POST VISIT Presentation (LV/FR)</u></b>		
• PVPs (IST) - PVPs (LVs-FR) IST = 4 hrs+ LV -FR 2 = 2 hrs=	<b>06 Hours</b>	
• Briefings IST + LVs -FR	<b>01 Hour</b>	
<b><u>MISCELLANEOUS EVENTS</u></b>		
<b><u>ANALYSIS PAPER (AP) AND ANALYSIS PAPER DE-BRIEFING (APDB)</u></b>		
• AP-1	See details on next pages	1.5 Hours
• AP-2	See details on next pages	2.5 Hours
• AP-3	See details on next pages	03 Hours
• APDB -1 to 3	0.5 hour each	1.5 Hours
<b><u>PEER RATING (PrR)</u></b>		
• PrR-1 to 3	PrR-1=0.5 hr , PrR-2=0.5 hr and PrR-3=2 hrs each: See details on next pages	03 hrs
• Interviews with Faculty Advisors(02 Hrs in each Term)		03/06 Hours
• Certificate Award Ceremony , Rehearsal & Group Photographs		03/9.5 Hours
Total:		<b>27 Hours</b>
<b><u>Comprehension Test (Course Module):</u></b> 1 to 3	At the end of each term Comprehension Test based on Course Modules' contents will be conducted to asses Participants' understanding of these subjects. (45 minutes each) 02 hrs	02 Hours

**NOTE: Co-curricular activities, such as sports and cultural events will be held regularly.**

## PRESENTATIONS (P)

### CURRENT ISSUES PRESENTATIONS (CrIPs)

**Aim.** To encourage the participants to analyze a current issue impinging upon the socio-cultural, economic, political or any other facet of life in Pakistan which has serious policy implications with a view to promote their understanding about the strategizing the implementation of public Policy.

#### **Methodology**

- Current Issue presentations are made by all the participants.
- Topic should relate to Pakistan and to a policy issue in current public debate, and preferably based on the participant's past work experience.
- Topic is required to be selected by the participant in consultation with and approval of Syndicate DS.
- Three options are invited from each participant and topics are finalized in a Faculty Meeting
- Perspective of the selected current issue topic is required to be discussed by the participant with the faculty advisor.
- *A current issue selected by one participant is not allowed to another participant under any pretext.*

### NO. OF PRESENTATIONS

<u>Ref</u>	<u>CrI Presentations</u>	<u>Duration</u>
CrIP-1 to 44	Each CrIP will be for total 30 minute; 20 minutes for the presentation and 10 minutes for Q/A.	22 Hrs
<b>Date, Time and Venue will be reflected in the Weekly Programme.</b>		

### SERVICE GROUP PRESENTATIONS (SGPs)

**Aim.** To familiarize all participants about Government departments/organizations/ occupational groups.

#### **Scope**

- Highlight the history, evolution, and the present status of department/organization/occupational group mentioning relevant laws governing the functional parameters.
- Discuss issues relevant to the effectiveness of the department/organization/occupational group, e.g, career planning, incentivization, training etc.

- Bring up both the strength and weaknesses of department/organization/occupational group.
- Identify and discuss the future direction and prospects for the growth of department/organization/occupational group.

**PROPOSED FORMAT:**

Designated Participants will make one hour presentation each on their respective occupational group which would generally be on following lines. They are advised to consult their Faculty Advisors while preparing the SGPs:

1. Historical evolution of the Department/Occupational Group.
2. Relevant laws governing the organizational structure, size and functions of the Department/Occupational Group.
3. Functions of the Department/Occupational Group.
4. Management of the Department/Occupational Group:
  - (a) Human Resource (recruitment, training and promotion policy).
  - (b) Financial Resources.
  - (c) Physical Resources.
  - (d) Technical Resources.
5. Management style of the Department/Occupational Group:
  - i. Methods and procedures of decision making.
  - ii. Planning.
  - iii. Implementation.
  - iv. Monitoring and evaluation.
6. Identification of issues and problems hindering a successful pursuit of the targets of the department/organization.
7. Policy options for tackling these problems.
8. Change management for enhancing performance.
9. Relevance of the department/organization/occupational group to the changing paradigm of governance and its likely future evolution

**(Note:** *SGP should not be viewed as a defence of the department/organization/occupational group being presented. The presentation will be assessed for its accuracy of factual data, objectivity of analysis, and implement ability of recommendations.)*

**NO. OF PRESENTATIONS**

<u>Ref</u>	<u>SGP Presentations</u>	<u>Duration</u>
SGP 1 to 06	Each SGP will be for total 01 hr; 40 minutes for the presentation and 20 minutes for Q/A.	06 Hours
<b>Date and Time will be reflected in the Weekly Programme.</b>		
<b>All SGPs will be held centrally in SMC Class Room.</b>		



## COURSE REVIEW COMMITTEE PRESENTATION (CRCP)

### Aim.

To seek comments and recommendations on the Course by the participants with a view to further improve it for the benefit of future participants.

### Course Review Committee (CRC).

A CRC, comprising a Chairman and 8-9 members of the Committee will be constituted from amongst the course participants in the tenth week of the Course. The CRC so constituted will critically analyze aim and objectives of the course, all segments of the course curriculum and co-curricular activities and would seek comments/recommendations from colleague participants. It will submit the report to ADS (T&C) SMW in the beginning on the 16<sup>th</sup> Week of the Course.

### Presentation. (CRCP)

CRC will make a Presentation of 02 hours (01 hr for Presentation and one for Q/A) to the entire class in the last week of the Course, for which Date and Time will be reflected in the Weekly Programme.

### Individual Research Paper

Each Participant will write an Individual Research Paper during the course. Selected participants will present their IRPs during the last weeks of the course. Their names and presentations' schedule will be reflected in the Weekly Training Programme. The presentations will be of 30 minutes and 20 minutes will be utilized for Q/A by the participants and comments by the review panelist. In addition, CI may nominate any participant to ask the questions from the presentation.

The review panelist will be nominated from amongst the participants, immediately after the presentation has been made at which, he/she will also be given a hard copy of the presentation. The review panelist will be allowed about 10 minutes to frame questions and streamline the review contents. Other participants will be asking questions during this time. The review panelist will ask questions from his//her seat and later give comments from the rostrum.

<u>Time Allocation</u>		
• Individual Research Paper Presentations	10 (Selective) 50 minutes each	8.5 Hours
• IRP Consultation 1 <sup>st</sup> & 2 <sup>nd</sup> draft		05 Hours

## MISCELLANEOUS EVENTS

### TUTORIAL DISCUSSIONS (TDs)

#### Aim

To provide enabling environment to participants for discussions in smaller groups with a view to afford them better opportunities of expressing their views on core issues vis-à-vis public policy and implementation process.

#### Scope

- In each term, the participants will be divided into 7/8 synds and each synd. will have a Sponsor DS (Synd. DS).
- Each TD will be a structured one and on a specific topic, sponsored by a Faculty Member/DS.
- All TDs will be held in designated Synd. Rooms (SRs) under the supervision/ guidance of the designated Synd. DS.

### ANALYSIS PAPER (AP) AND ANALYSIS PAPER DE - BRIEFING (APDB)

#### Aim:

To provide the participants an opportunity to demonstrate their analytical skills. Progressive and logical development of thought in response to the requirement (the questions asked), brevity, specificity as against generalizations, coherence, conciseness, and clarity are some of the qualities against which the participants' output is evaluated.

#### Scope

The scope of AP is as broad-based as Statecraft and Public Policy itself. Following are included in the scope of AP:

- An analysis of relevant extracts from the literature on Statecraft.
- A review of any important domestic issue and its implication for Public Policy.
- A constitutional or governance issue with far-reaching implications on Pakistan's national interest, aim and objectives.
- A global event and its impact on Pakistan's Public Policy formulation and implementation.
- An International Treaty or Agreement having an impact on Pakistan's Public Policy.

#### Conduct of APs

- ✓ APs are generally impromptu requirements. Participants will have to give policy input/options in writing. In AP- I, the response is restricted to 3-4 pages, in AP-II to 5-6 pages and in AP - III to 8-9 pages.

### Analysis Paper De-Briefing (APDB)

- After every AP, a de-briefing session will be conducted by the DSs.
- Marked answer sheets will be given to respective participants for their information to discuss the requirement and the answers (possible policy options) offered by them.
- The participants can give their input and recommendations on the conduct of AP.
- After the de-briefing session, the marked APs will be returned to the DS conducting APDB.

### No. of APs and APDBs

<u>Ref</u>	<u>Event</u>	<u>Duration</u>
AP-1	Analysis Paper-1	1.5 hrs
APDB-1	Analysis Paper De-Briefing-1	0.5hr
AP-2	Analysis Paper-2	2.5 hrs
APDB-2	Analysis Paper De-Briefing-2	0.5hrs
AP-3	Analysis Paper-3	03 hrs
APDB-3	Analysis Paper De-Briefing-3	0.5hrs
	<b>Total</b>	<b>08.5hrs</b>

### PEER RATING (PrR)

#### Aim

To develop a sense in the participants about rating their colleague participants in three different shades of personality i.e. "As a Friend", "As a Leader" and "As a Professional".

#### Conduct

- i. At the end of each term, the participants will be asked to rate their colleague participants "As a Friend", "As a Leader" and "As a Professional".
- ii. A list of all the participants will be issued to the participants, who will rate their colleague participants under the above-mentioned personality shades. The participant will not fill in the columns against his/her own name.
- iii. 3<sup>rd</sup> Peer Rating will be a class room activity for 02 hours at course level

### NO. OF PrR

<u>Ref</u>	<u>Peer Rating (PrR) Events</u>	<u>Duration</u>
PrR-1	Peer Rating 1 <sup>st</sup> Term (Synd Level)	0.5 hrs
PrR-2	Peer Rating 2 <sup>nd</sup> Term (Synd Level)	0.5 hrs
PrR-3	Peer Rating 3 <sup>rd</sup> Term (Course Level)	02 hrs
	<b>Total</b>	<b>03 hrs</b>