National Institute of Management (NIM), Karachi

(A Constituent Unit of NSPP, Lahore)

Senior **M**anagement **W**ing **(SMW)**

ACADEMIC GUIDELINES

&

INSTRUCTIONS

31ˢᵗ Senior Management Course
(Monday, 23ʳᵈ May to Friday, 9ᵗʰ September, 2022)

Issued by
Training & Coordination Office (SMW)

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CHAPTER - 1
GENERAL INFORMATION

CHAPTER-1: GENERAL INFORMATION

1.1 Aim
The Aim of the Academic Guidelines & Instructions Handbook is to provide information about modalities of various important training activities which are the integral part of the course curriculum.

In addition, some administrative aspects are also included for the information of the trainee officers.

1.2 Organization

The National Institute of Management (NIM) Karachi, a constituent unit of National School of Public Policy (NSPP), plays a pivotal role in training and capacity building of the civil servants of Pakistan.

The National Institute of Management (NIM), Karachi has two training wings: **Mid-Career Management Wing (MCMW) and Senior Management Wing (SMW).** The MCMW conducts the Mid-Career Management Course (MCMC) for Grade-18 officers, whereas the SMW conducts the Senior Management Course (SMC) for Grade-19 officers.

The two wings serve as the pivot around which all the training activities of the participants revolve. The Institute is headed by a Director General who oversees all the training and academic functions. Each training wing (i.e. SMW and MCMW) is headed by its Chief Instructor, and comprises faculty members designated as Additional Directing Staff (ADS-MCMC) /Directing Staff (DS-SMC) and ADS (T&C-MCMC)/DS(T&C-SMC).

1.3 History

The National Institute of Public Administration (NIPA) Karachi was established in 1961 as an autonomous government organization under the Establishment Division and registered under Societies Registration Act (No. XXI of 1860). Together with its sister institutions at Dacca and Lahore, it was initially set up for mandatory training of senior civil servants belonging to various occupational groups and autonomous bodies in the federal and provincial governments (at the senior level which later came to be known as BPS-19) who were in the eligibility zone for promotion. Over a period of time, other campuses of NIPA were established at Lahore, Peshawar and Quetta. Erstwhile NIPA Karachi conducted 82 Advanced Courses in Public Sector Management (ACPSM) till 2006.

In 2002, the NSPP Ordinance was promulgated, and NSPP was notified on 15th May, 2005. The NSPP Board of Governors (BoG) is headed by the President of Pakistan. The purpose of establishing the NSPP was not only to improve the quality and effectiveness of existing public sector service providers but it was also to empower new entrants in the public sector with world-class teaching, training and research facilities, and thus ultimately improve service delivery and policy outcomes.

The contents of ACPSM were later modified and the Course was re-named as Senior Management Course (SMC). Up till 8th SMC, the course was run only at Senior Management Wing (SMW) of National Management College (NMC), Lahore. However, to facilitate the officers from Sindh and Baluchistan provinces, the government decided to also run the course at NIM Karachi. As a result, subsequent SMCs (with effect from 9th SMC) have been simultaneously conducted at NIM Karachi, in parallel to NMC Lahore. In this context, the 31st SMC has been scheduled to be conducted *from Monday 23rd May, 2022, simultaneously at the SMWs of NMC Lahore, NIM Karachi, and NIM Peshawar*.

1.4 NIM Vision

"Introducing excellence in public service delivery through capacity building and inculcation of skills and values essential for Good Governance."

1.5 Mission Statement

"To contribute towards improvement of the quality and effectiveness of public service delivery by enhancing the competencies of public servants".

CHAPTER - 2
ACADEMIC ASPECTS

CHAPTER-2:
ACADEMIC ASPECTS
(To be read in conjunction with Syllabus Book)

2.1 Training Modules and Conduct

a) The syllabus of the Course comprises seven (07) Study Modules spread over three (03) Terms as under:

Module– 1	National Environment: Internal and External Dynamics
Module– 2	Impact of Diversity & Evolution of Pakistani Society on Administration & Service Delivery
Module– 3	Economic and Financial Management at Operational Level
Module– 4	Issues of Operational Effectiveness within Governance Framework
Module– 5	Research Methodology and its Application
Module– 6	Study Tours: Field Research
Module –7	Information & Communication Technology

b) Each module is sponsored by a faculty member, who is responsible for organizing and conducting it in accordance with the Syllabus under the supervision of the Chief Instructor (C.I.) and overall guidance of the Director General (DG).

c) Sessions are generally held centrally in the SMC Class Room (CR), NIM Karachi. Scholars and eminent speakers, who are experts in their specific fields, are invited to deliver talks as Lecture Discussions (LDs) /Panel Discussions (PDs) on given topics, which are followed by Q & A sessions wherein participants have the opportunity to raise queries and clarify confusions on issues of relevance to public policy formulation and implementation. In addition to LDs and PDs, Workshops (W) for skill building and Tutorial Discussions (TDs) for exchange of knowledge and ideas are also included.

d) Aim and Scope of Study of each topic and academic activity is described Module-wise in the Syllabus Book, which is issued separately.

2.2 Classroom Modalities

All course activities are organized as per Weekly Schedule (WS). SMC Class Room (RC) serves the central academic activity center for most course activities – Lecture/Panel Discussions (LDs/PDs), Talks by participants (T), and individual Presentations (P). However, some Workshop (W) activities may be held in the NIM-Auditorium (A) or IT Lab (Lab) if the Workshop Facilitators so desire. Joint Lectures/Talks (with MCMC or other NIMs) may also be arranged in online/zoom mode. Sometimes, due to logistical constraint, speakers may deliver their LDs on zoom. Tutorial Discussions (TDs) and group work on Case Study Research (CSR) and Simulation Exercises (SE) is conducted in the Syndicate Rooms (SR).

Flip Class Room method may be used during the course for some Lecture Discussions (LD). Under this method, recorded lecture of a speaker will be shared in advance of the LD to be held, so that the participants come prepared for utilizing sufficient/most time of the LD (in person) for interactive discussion.

Changes in the WS are regularly reflected in the revised WS. Timing of sessions can be sometimes changed at the request of speakers due to unavoidable conditions and health issues at their ends. Sessions can also be extended by CI/DG, on need basis.

Monday through Thursday:
- 0900 -1700 hours. (Tea Break: 30 minutes, Lunch & Prayer Break: 1 hour)

Friday
- 0900 -1700 hrs. (Tea Break: 30 minutes, Lunch & Jumma Prayer Break: 1.5 hour)

Saturday (Research Day):
 *Subject to activities (along with timings) included in the Weekly Schedule (WS)

Rules to Remember:

i.   **Strict Punctuality is expected.** Participants are required to be seated five minutes (0855) before the start of every session for recitation from the Holy Quran (to be followed by Durood-e- Ibrahimi**). Late arrival is marked if a participant arrives after 0855 and may affect your punctuality profile.**

ii.   **All violations must be avoided of norms and rules during the course.** Late arrival, use or ringing of mobile phone, not being in the dress code, speaking to each other while the class is one, must be avoided during academic activities whether held in CR, Lab, Auditorium, Library, or in the SRs.

iii. **Nominated participant(s)** are required to introduce the guest speaker(s) of session(s). Participants must <u>rise on arrival</u> of guest speaker(s)/panelist(s) as a mark of respect. Similar protocol is also expected for all the faculty members/CI and DG.

iv.   At conclusion of a formal class session, nominated participant(s) are required to **pay a vote of thanks to the Guest Speaker(s) with standing ovation by all participants as a mark of respect.**

v.   **Guest Speaker(s) in a Lecture/Panel Discussion (LD/PD) are generally expected to follow 60:40-time rule** (i.e. 60 % for talk by speaker(s) and 40% for Q&A for interactive session). However, the Guest Speakers may sometimes vary the format of the session to make it more interactive.

vi.   **The Research session(s)/Day(s) will be utilized for** conducting research activities, preparing and finalizing research & other individual/group assignments, organizing policy dialogues and seminars, holding group (RG/SYND) discussions and society meetings, conducting interviews, organizing peer talks (unsung heroes, less known cultural sites, book reviews, personal contribution) and dinner & extension talks by eminent persons/experts, organizing sports competitions, arranging culture nights and get-togethers with alumni, and organizing voluntary (committee/society) activities.

2.3 Simulation Exercise (SE)

This is a major assessment activity.

During the course, two (02) SEs will be conducted. The general and common aim of the SEs is to enable the participants to apply their rich experience, pooled knowledge, team collaboration, and critical skills for evaluation of existing public policies and strategies, exploring workable solutions to nagging public policy challenges, and developing smart policies for effective economic decision making for efficient service delivery.

Aim, Scope and Objectives (ASO) of the SEs are provided in the Syllabus Book. The sponsor Directing Staff (DS)/Chief Instructor (CI) will explain the methodology of the SE in the Class

Room, and the participants will then move to their allotted Syndicate Rooms (SRs) where each Syndicate (SYND) and Research Group (RG) will work as per their assigned requirements of the Exercise.

SYND/RG Leaders are required to document contribution made by each member of their groups. Participants of each SYND and RG will present the findings of their part of the assignment, in the Class Room (CR), and will suggest workable strategies with KPIs. Participants are expected to deliver quality work as a coherent, effective, hybrid teams.

The following documents are required to be timely submitted by each SYND/RG to concerned SYND/RG Sponsor/DS and the CI, with intimation to their PAs.

- **SYND/RG# - Daily Activity Report**

  This report will be emailed by each designated Secretary by close of each working day.

- **SYND/RG# - Pre-Review Report**

  These reports will be shared with the panelist(s) for their expert review. Each SYND/RG leader will ensure submission of 02 hard copies of the report (along with soft copy by email).

- **SYND/RG# - Presentation based on Pre-Review Report**

  Each SYND/RG Leader will ensure submission of 06 hard copies of the presentation (04 slides on each side of a page without Bismillah slide) along with soft copy by email.

- **SYND/RG# - Post-Review Report**

  Each SYND/RG leader will improve his/her Pre-Review Report in the light of comments offered by the panelist(s), and email the improved version.

- **SE# - Consolidated Report**

  SYND leaders will jointly convert all the SYND and RG Post Review Reports into a consolidated, concise, focused report. The joint team may like to co-opt any RG leader or a member of any group, in consultation with the concerned faculty member/CI, for this purpose. The Consolidated Report must read like one whole document, highlighting the critical, value additive work done, and shall not be a patchwork of all reports. This report may be shared with the concerned stakeholders/NSPP.

2.4 Case Study Research (CSR)

This is an important assessment activity.

Three Case Studies Research (CSRs) have been included in the course. A case study is a situation often with disguised scenarios to provide an opportunity to go through the problem solving process. The sponsor DS/CI will introduce the case in the Class Room, and the participants will discuss and analyze the case in the SYND Rooms (SR), to address the given requirements.

Participants of each syndicate will present their findings in the CR, and will suggest workable strategies with KPIs in the form of power point presentation (PPP).

The following documents will be timely submitted by each SYND to the concerned Sponsor/DS and the CI, with intimation to their PAs:

- SYN# - CSR # Draft /Final Report

  Each SYND leader will ensure submission of 02 hard copies of the report (along with soft copy by email). An expert/facilitator may be invited (Optional).

2.5 Inland Study Tour (IST)

IST is an important course activity which falls under the assessment framework.

a) The Inland Study Tour (IST) is organized as part of the course curriculum. IST is of one-week duration and includes visits government offices, agencies, departments, ministries, assemblies, and private/non-governmental offices, trusts and foundations, in order to compare and learn from the varying models of management. The IST may also include visits of industries, projects, archeological and heritage sites. The IST is generally expected to include calls on the senior ranking government officials, legislators, Ministers, Chief Ministers, and Governors of provinces.

b) Aim and Objectives of IST is given in the syllabus separately.

c) Participants will be expected to timely complete their assignments as per detailed instructions, to be issued separately.

2.6 Local Visit for Field Research (LV-FR)
This important activity falls under overall assessment framework.

a) Local visits to various local organizations for Field Research(LV-FR) will be conducted. Detailed instructions for each visit will be issued separately.

b) Aim and Objectives of LV-FR are provided in the Syllabus separately.

c) Participants will be expected to timely complete their assignments as per detailed instructions, to be issued separately.

2.7 Presentations

Participants are expected put in their best efforts and to take all (individual / group) activities with seriousness of purpose, and complete them within allotted time. Participants are also informed about course activities through detailed briefing(s) throughout the course.

a) <u>Public Speaking</u>
This is an important individual activity aimed at encouraging the participants to overcome fear of public speaking.
- Public Speaking is an extempore public speaking exercise for the participants of SMC. During initial days of the course, this exercise will be conducted in Class Room.
- Each participant will pick/choose one topic through balloting and will have 5 minutes each for preparation (i.e. gathering of thoughts) and talk on the assigned topic in front of faculty members and class participants.

b) <u>Current Issues Presentations (CrIPs)</u>

This is a very important individual activity falling under the assessment framework.
- Each participant will make a presentation on a current issue having myriad policy implications for Pakistan in particular and the world in general. These issues may have regional, national or international connotations. **It is however important to note that a current issue must not be out of public discussion in the last couple of months.** <u>CrIPs cover broad range of issues and includes topics such as </u>politics, economy, leadership and management, socio-economic development, institutional governance, economic and structural reforms, international developments and flashpoints, social and societal issues, regional and national and international developments of significance.

- The presentations shall commence from the first term of the course.
- Each presentation will have 30 minutes – of which 20 minutes are reserved for talk based on presentation, followed by a 10-minute interactive session (Q & A session and presentation review).
- CrIPs will be allocated through balloting.
- The participants can seek detailed guidance from their faculty advisors.
- Participants will email their final presentation to the concerned PAs and the Faculty Advisors, DS (T&C) & the CI, and submit six (6) copies of their presentation to PA to DS (T&C) (both hard & soft copy) one day before presentation, which will be distributed among the faculty members, the CI & DG.
- Power Point Presentation will be printed with max. 04 slides on each side of paper. However, the Bismillah slide must not be printed.
- A Consolidated Report consisting of 2000-2500 words, will be submitted by each participant (both hard & soft copy) within 24 hours after the presentation has been made, to the PA to DS (T&C) and the PA to the CI.

c) **Individual Research Paper (IRP) & IRP Presentation**

IRP is one of the critical performance assessment activities under the assessment framework.

- Each participant is required to write one IRP. Participants will submit three topics of their choice for the IRP to the SMW. The SMW reserves the right to assign any other topics to the participants. Selected topics along with the name of the Faculty Advisors will be conveyed to the participants.
- NSPP has very strict plagiarism Policy. The details regarding plagiarism are given in the research manual.
- The participants can seek detailed guidance from their faculty advisors about any aspect of the IRP.
- Each participant must ensure timely submission of 02 hard copies (final) of IRP duly signed with prescribed undertaking to the PA to the DS (T&C). Soft copies by email will also be shared with DS (T&C) and CI offices.
- Each participant will have 20 minutes for presenting his research work – 15 minutes for presentation followed by 05-minute interactive Q&A. The schedule will be announced after the final submission of the IRPs.
- Participants will submit five (5) hard copies of their presentations, at least one day before presentation, which will be distributed among the faculty members, the CI and the DG.

d) **Course Review Committee Presentation (CRCP)**

Performance in assigned (individual /group) activities fall under overall assessment framework.
- A Course Review Committee is constituted for the course, and it comprises a chairperson, a secretary and 4-5 members. Detailed Terms of Reference(TORs) of the CRC will be issued separately.
- The CRC works under the active guidance of the DS (T&C), who is expected to discuss the progress of the CRC on regular/periodic basis.
- The Committee prepares a consolidated report and a PowerPoint about the course syllabus and extracurricular activities by taking views of all the participants of the course.
- The aim is to seek constructive comments, ideas and relevant recommendations for improving the effectiveness and relevance of the design of future courses.

- The CRC is required to make a 02-hour presentation with 01-hour review by the faculty, the CI & the DG. It takes place at the end of the course.

2.8 Syndicate System / Tutorial Discussion (TD)

Performance in assigned (individual /group) activities fall under overall assessment framework.

a) Syndicate (SYND) in the academic sense refers to a small group of participants who get together under guidance of assigned DS/the CI, to hold discussions on significant issues relating to the syllabus. Aim of the Syndicate System is to enable the Faculty to develop a close interaction with a small group of participants in a TD at regular intervals. While this interaction provides sufficient opportunity to the participants for expressing their views more freely, the primary focus is on generating discussion on important issues within the spectrum of course curriculum. In addition, a few short exercises may also form part of the Syndicate activities.

b) Syndicates are constituted in all of the three terms with a mix of participants representing various departments/ occupational groups. Each Syndicate will have a *covering DS*. From among the participants, a Chairperson and a Secretary are selected by the Faculty Members/SYND In-charge. The Chairperson will organize this discussion, and the Secretary will submit a written report on conclusion of each TD within 24 hours in the prescribed format. All TDs will be held in designated Syndicate Rooms, which will be notified separately at the beginning of each term.

2.9 Synopsis Writing

This is an important assessment activity.

Each participant is required to write a synopsis of at least one LD/PD during the course. The write-up should be focused on the central theme, salient points of class discussion (with reference to the Q&A session), and recommended policy options spelt out by the guest speaker(s). The concerned participant will submit 03 hard copies of synopsis in the prescribed **format (Annexure at the end) not exceeding 1500 words, to PA (T&C Section), the next day** (i.e. in 24 hours). Soft copy will also be emailed to PA (T&C) and PA to the CI.

2.10 Analysis Paper (AP) and Analysis Paper De-Briefing (APDB)

It is the most important individual academic activity amongst all individual activities under the course, falling under the assessment framework.

In each term, an individual exercise is held in the form of writing an AP. The Aim is to provide the participants an opportunity to demonstrate their writing and analytical skills as well as progressive and logical development of thought in response to the requirement (the question asked). Brevity, specificity as against generalization, coherence, conciseness, and clarity are some of the qualities which participants need to keep in mind while attempting APs. For detailed scope and conduct, please refer to Syllabus Book which is issued separately. Analysis Paper Debriefing Session is held after each AP.

2.11 Term/Comprehensive Test

Term Test is a very important assessment activity and must not be taken lightly.

At the end of each term, Comprehensive/Term Test is taken which tests participants' knowledge and comprehension acquired from the LDs and PDs. Participants need to effectively review the material of LDs/PDs of each term. Presentations /materials provided by the speakers/panelist(s) is regularly shared with the participants by email on regular basis.

2.12 Peer Rating (PrR)

In each term, an individual exercise is held in the form of Peer Rating. The aim is to develop a sense in the participants about rating their colleague participants on the basis of three different shades of personality i.e. **"As a Friend"**, **"As a Leader"** and **"As a Professional"**. Peer Rating exercises will be conducted in each term (1 & 2 at Syndicate level and 3 at class level). Peer Rating is an important activity which needs to be carried out as objectively as possible, by the participants.

2.13 Computer Literacy (CL)

a) **At the time of joining the course, each participant is expected to have reasonable proficiency in computer handling/literacy. However, to refresh their knowledge, IT sessions will be conducted** with the aim to acquaint the participants with a working knowledge of computers so as to enable them to make use of IT, for enhancing their efficiency, individually and at the organizational level.

b) Each participant having sufficient proficiency in computer skills will be made buddy of a weak participant. The former will have to attend evening classes till his weak partner also qualifies the test conducted to assess the level of proficiency.

c) Each participant is expected to acquire sufficient computer operating skill to prepare his/her own Power Point slides for presentations and type scripts and to surf the net for information.

d) During presentations by the participants, they will themselves handle and operate computer. Colleagues may assist one another while making presentations.

e) For technical support, IT staff will be available in Computer Lab.

2.14 IT Laboratory

a) The IT Laboratory is equipped with computers, printers, duplicating machines, scanners and Internet facility. These computers are linked with the network through a server and a stand-by server.

b) Audio/video facilities include multimedia projection system that is used during presentations/lectures. Internet facility is also available for accessing information for various assignments. Computer literate staff is available in the morning and evening sessions for assistance where required.

c) The IT Laboratory timings are as under:

    *Monday to Saturday   9:00 a.m. to 0500 p.m.   (first shift)
                                 5:00 p.m. to 11:00 p.m. (second shift)

2.15 Library

a) The Institute has a well-equipped Library containing books & periodicals relevant to SMC and MCMC/other customized courses. Books have been classified according to the internationally recognized *Dewey decimal. Classification System Edition 21*.
Books, including course books are issued according to a "self-charging system" which means that the participants select books themselves, take out book-cards of the selected books, fill them, sign them, and then handover these cards to the official on duty at the Issuing Counter. Books are issued for a maximum period of two weeks at one time. Not more than 5 books can be drawn at one time.

b) Some books, including books prescribed for, or relevant to, the study of topics/themes allotted to Syndicates, are kept in specified shelves marked "Reserve shelf". These are basically meant for use by the members of respective Syndicates. The material is rotated among Syndicate members in accordance with the procedure determined by the faculty member covering the Syndicate Group.

c) Library maintains a **Reference Section** that has a reasonable collection of books for ready reference. Reference books/ materials are marked with the notation '**REF**', and are not issued for use outside the Library premises. Journals/Periodicals are kept in the Periodical Section. These are also placed under the category of Reference Material.

d) The participant can also access the Digital Library of Higher Education Commission through NIM-Karachi's network. To access the digital library, the Library staff will be available for guidance and facilitation.

e) All participants are however encouraged to explore and make good use the following open access resources, among many others, for their research:

- http://www.digitallibrary.edu.pk/OAJournals.htm
- https://scholar.google.com/
- https://www.openaccess.nl/en
- https://doaj.org/
- https://core.ac.uk/
- https://www.elsevier.com/open-access/open-access-journals
- https://link.springer.com/
- https://www.elsevier.com/open-access/open-access-journals

f) The Library timings are as under:
   i. Monday to Saturday: 09:00 a.m. to 06:00 p.m.
   ii. Friday   09:00 a.m. to 01:30 p.m. & 03:00 p.m. to 06:00 p.m.

2.16 Course Coordinator

Performance in assigned activities (individual/group) are part of overall assessment framework.

Each participant will also be assigned the role of the *Course Coordinator* at least once during the course. The Course Coordinator is expected to act as a link between faculty and the participants. He will be responsible for communicating all the directives/instructions issued from time to time by the Director General, Chief Instructor, DS (T&C) and Training Wing to all the participants for compliance. Administrative problems/requirements of the participants may also be conveyed through the Course Coordinator to the quarter concerned or DS (T&C). The Course Coordinator will make course review presentation and present in front of faculty & and the participants. The duration of presentation will be 15-20 minutes.

2.17 Input from Participants during Weekly Faculty Meeting

a) Fortnightly faculty meeting, chaired by the Director General, NIM, is a regular feature. During such meetings, conduct of events in last two weeks is thoroughly discussed.

b) Participants' **input** is also obtained about the conduct of last two weeks training events particularly on course curriculum, programming, guest speakers, administration and etc. For this purpose, representatives of the course are nominated in advance, who attend the fortnightly faculty meeting in turn, as notified, and communicate/present the input from the participants.

2.18 Attendance

It is part of overall assessment framework.

ATTENDANCE POLICY: Any Participant who misses a total of 07 days of course studies (whether with permission or otherwise) would be liable to be withdrawn from the course. <u>Genuineness of the reason for absence cannot</u> <u>compensate for the loss of learning, hence, no exceptions would be allowed.</u>

Attendance during the course is compulsory. Punctuality and attendance is monitored through biometric device installed for this purpose at the reception of NIM Karachi. Syndicate sessions, lectures, workshops, presentations, meetings, seminars, conferences, whether scheduled during the day or in the evenings, are integral parts of the course. ***The participants are required to be punctual and regular in attending various training/academic activities notified by the Training Wing. In case of illness and emergency, written approval of the Director General is required.*** The participant should route the application through course coordinator, who will give it to Chief Instructor for onward submission to Director General for approval. Ex-Pakistan leave is **"Not"** allowed during the Course.

2.19 Leave Policy
a) Leave during class days is only permitted on extreme compassionate grounds i.e. marriage or demise of only blood relations.
b) Leave on personal medical ground (sickness) can also be availed subject to the recommendation of the Medical Officer, NIM-Karachi.
c) Any participant who misses a total of 7 days of course studies (whether with permission or otherwise) would be liable to be withdrawn from the course. Genuineness of the reason cannot compensate for the loss of learning. Therefore, no exceptions are allowed.
d) Weekend/Leave Register and Application Forms would be available at the hostel reception.
e) Station leave on weekends/holidays must be applied and CI will approve it, as the case may be.

Note: - In case of only urgent need/emergency participant may avail short leave. Availing 02 short leaves by any participant will be considered as one full day leave and will be deducted from 7-day leave quota of the participant. Prescribed full day leave/short leave form can be obtained from NIM reception for onwards submission. Before submitting leave application in the prescribed format, participants are required to discuss the request with the DS (T&C).

2.20 Sports Policy
Performance in assigned activities (individual/group) are part of overall assessment framework.

a) Sports facilities like tennis, badminton, billiard and Table Tennis are available at the Campus.
b) During SMC, every participant is expected to join one of the sports facility for which attendance on specified days of the week would be compulsory.
c) Well-equipped Gymnasium is also available at NIM.
d) It is expected of all the participants to engage in games/physical activities. Participants are expected to take part in games for at least three days in a week. Secretary of the sports committee will regulate all the sports activities, in coordination with the Sponsor DS.
e) All participants should come equipped with sports gear, shoes and equipment for the sports facility that they would like to avail.
f) **Dress for sports:**
   ➢ Track Suit
   ➢ Joggers/tennis shoes
   ➢ Shorts/Sports T-Shirts

h) Markers are available for billiards and tennis.
g) Competitions are held at the end of the course and outstanding performers will be given prizes by a dignitary/faculty members/CI/DG.
   ➢ Table Tennis (Singles)
   ➢ Table Tennis (Doubles)
   ➢ Tennis (Singles)
   ➢ Tennis (Doubles)

- Billiards
- Badminton (Singles)
- Badminton (Doubles)
- Chess

CHAPTER - 3
ADMINISTRATIVE ASPECTS

3.1 Registration

Upon registration the participants will be allocated name badges. They will be required to display the badges throughout the working hours for the purpose of identification.

During the registration day, participants are required to be formally dressed i.e. in Lounge Suit/ Black Sheerwani with white Qameez Shalwar & Shoes with Socks. A formal photograph of each participant may be taken by the NIM photographer.

3.2 Pay and allowances

Participants shall draw their pays and allowances from their parent departments / organization according to the stipulated procedure throughout their stay at NIM – Karachi.

3.3 Residence

(a) Any Participant not having residence in Karachi is provided with single / double occupancy furnished accommodation with the basic facilities. The Institute provides bedding and linen.

(b) On Campus residence for the whole duration of the course is compulsory for out station participants.

(c) Participants are expected to stay in the Institute on the weekends for research, rest & recreation, sports and cultural activities etc. Breaks shall be provided at reasonable intervals during the course to enable the participants to visit their families in their hometowns. **For leave on weekend, prior permission of the Chief Instructor through DS (T&C), must be obtained.**

(d) Personal servants/attendants are not permitted to stay in the Institute for reasons of security and decorum. Permission for part time attendants may be given only in rare cases of illness or some serious emergency. The room bearers allocated to various participants by the Institute have been trained to take care of basic needs of the participants and maintenance of their rooms.

(e) Spouse/Children are not permitted to stay at the Institute during the course.

3.4 Mess

- The Institute has arrangements for provision of bed tea / breakfast, and refreshments during break, lunch, afternoon tea and dinner for the trainee officers.
- Dining halls remain closed when the classes are in progress.
- Tea and Meals shall only be served in the dining hall at the stipulated timings on all days.

3.5 Mess Committee

A Mess Committee will be constituted from amongst the participants comprising of:
- Chairman/Chairperson
- Secretary
- Member (2-4)
- A Committee will be notified for each term

Tasks of the Mess Committee:
- To recommend changes, if any, in the menu for daily meals, after consultation with all the participants and within the available financial resources.
- To inform the Management of the Institute (Admin Wing) about any complaints/suggestions related to food arrangements.
- To hold fortnightly meetings to ascertain the views of participants about standard of meals, boarding, service arrangements, etc.

- To make recommendations in writing to Admin Wing for necessary improvements, if any.

3.6 Cultural Committee:
A Cultural Committee will be constituted from amongst the participants. The committee will be composed of:
- Chairman/Chairperson
- Secretary
- Member (2-4)
- A Committee will be notified for each term.

Task of the Committee:
Cultural committee will be responsible for arranging entertainment programs for the participants with the approval of Director General.

3.7 Sports Committee
A Sports Committee is constituted from amongst the participants with following appointments:
- Chairman/Chairperson
- Secretary
- Members (2)
- Sport officer (Ex-officio member)
- A Committee will be notified for each term.

Tasks of the Sports Committee:
- To monitor attendance of the participants in the Sports hour.
- To organize sports competitions for all the sports inconsultation with the DS in-charge.
- To organize prize distribution ceremony at the end of thecourse.

3.8 Visitors
Lectures, panel discussions, tutorial discussions, syndicate and groupdiscussions, workshops and seminars are all restricted to the participants, the faculty and the visiting faculty. Visitors are not permitted to attend these sessions. The participants are not allowed to meet personal visitorsduring the study hours.

3.9 Voluntary Societies
Performance in assigned (individual/group) activities fall under the overall assessment framework. Participants are expected to take part in voluntary work and join any of the voluntary societies for each term.

1. GREEN Society:
A voluntary Green Society will be formed from amongst the willing participants with the following voluntary appointments:
- Chairperson
- Secretary
- Members (3-6)
- Tenure of Voluntary Society will be one term

Tasks of the Society:
- To exchange knowledge about the topics relating to sustainable environment and related SDG goals;
- To share influential work done by unsung local/national heroes in this area;
- To create awareness about the impact of climate change and initiatives;
- To hold policy dialogues/discussions and make policy recommendations;
- To suggest green/echo friendly campus activities/solutions and actions;
- To invite experts and opinion makers for dinner talks for sharing learning;

- To deliver voluntary talks/presentation on unsung local/national heroes and less known cultural/heritage sites;
- Any other related activity.

A society chair and a secretary along with core members (2-5) will be formed from amongst the participants for each term.

2. POLICY & DEVELOPMENT Society:

A voluntary Policy & Development Society will be formed from amongst the willing participants with the following voluntary appointments:
- Chairperson
- Secretary
- Members (3-6)
- Tenure of Voluntary Society will be one term

Tasks of the Society:
- To exchange knowledge about the topics relating to policy formulation and implementation challenges of various tiers of government;
- To highlight provincial/national progress under the SDGs and identify the policy and implementation bottlenecks;
- To share influential work done by unsung local/national heroes in this area;
- To create awareness about the impact of public and private initiatives;
- To hold policy dialogues/discussions and make policy recommendations;
- To invite experts and opinion makers for dinner talks for sharing learning;
- To deliver voluntary talks/presentation on unsung local/national heroes and less known cultural/heritage sites;
- Any other related activity.

3. MIND GLOW Society:

A voluntary Mind Glow Society will be formed from amongst the willing participants with the following voluntary appointments:
- Chairperson
- Secretary
- Members (3-6)
- Tenure of Voluntary Society will be one term

Tasks of the Society:
- To exchange knowledge about influential books, research on science, leadership, management and behavioral economics and their impact on the society;
- To highlight provincial/national progress under the relevant SDG (Quality of Education & Literacy) and identify the policy and implementation bottlenecks;
- To highlight the causes and cures of low reading habits amongst children and adults;
- To share influential work done by unsung local/national heroes in this area;
- To create awareness about the impact of public and private initiatives;
- To hold policy dialogues/discussions and make policy recommendations;
- To invite experts and opinion makers for dinner talks for sharing learning;
- To deliver voluntary talks/presentation on unsung local/national heroes and less known cultural/heritage sites;
- Any other related activity.

4. RAINBOW Society:

A voluntary Rainbow Society will be formed from amongst the willing participants with the following voluntary appointments:
- Chairperson

- Secretary
- Members (3-6)
- Tenure of Voluntary Society will be one term

Tasks of the Society:
- To exchange knowledge about importance of arts, culture, language, historical sites (little known);
- To highlight and discuss emerging social and societal positive and negative trends and their impact on society and culture;
- To highlight and discuss influential work done and initiatives taken (public /private) in this areas;
- To highlight and discuss ways and means to encourage inclusiveness and diversity, and identify the related policy and implementation bottlenecks;
- To highlight and discuss the challenges and opportunities in this area;
- To create awareness about the impact of public and private initiatives;
- To hold policy dialogues/discussions and make policy recommendations;
- To invite experts and opinion makers for dinner talks for sharing learning;
- To deliver voluntary talks/presentation on unsung local/national heroes and less known cultural/heritage sites;
- Any other related activity.

5.IMPACT Society:
A voluntary Impact Society will be formed from amongst the willing participants with the following voluntary appointments:
- Chairperson
- Secretary
- Members (3-6)
- Tenure of Voluntary Society will be one term

Tasks of the Society:
- To highlight influential work done and initiatives taken by innovators/inventors, entrepreneurs, authors and poets, social reformers, philanthropists, historians, futurists, spiritual leaders, management gurus, economists, academicians, business leaders, and discuss their impact on relevant fields and society;
- To highlight and discuss the challenges and opportunities in this area and create awareness thereof;
- To create awareness about the impact of public and private initiatives;
- To hold **Leadership Impact Lecture(s)/Dinner Talks** for sharing learning;
- To deliver voluntary talks/presentation on unsung local/national heroes and less known cultural/heritage sites vis a vis impact factor;
- Any other related activity.

6. LITERARY Society:
A voluntary Literary Society will be formed from amongst the willing participants with the following voluntary appointments:
- Chairperson/Managing Editor
- Editorial Board & Members (3-5)
- **Tenure of the Society will be for the whole course.**

Tasks of the Society:
- To come out with SMC Activity Journal (to be named later) documenting all colors of participants' course activities from beginning of the course to the end of it, which may

include class and workshop activities, local and inland country study visits and meetings, group discussions, committee/society meetings and initiatives, presentations and talks, cultural and sports activities, and awareness drives;

▪ To collect individual creative contributions from the participants for publication in the SMC journal;
▪ Any other related activity.

3.10 Telephones

a) Telephone facility is available in all hostel rooms. Local calls can be made directly by dialing "9". Nation-wide calls are not permitted. Telephone messages received during the sessions will be delivered to the participants during the break or after the session. Unless otherwise specified, fax messages will be placed in the mailboxes. Please ensure that fax messages are clearly marked with your name, otherwise delivery could be delayed.

b) The participants are not allowed to make or receive telephone calls or messages when the classes are in session.

c) Telephone messages shall not be communicated to the participants in the classrooms exception rare cases of emergency with the permission of faculty member in-charge. The messages shall be noted by the Receptionist and promptly communicated to the participants concerned during break or after the conclusion of the session.

d) **Mobile Phones are <u>STRICTLY NOT ALLOWED</u> in Classroom, Auditorium, Syndicate Rooms, IT-Lab, Library.**

e) Mobile phones must be turned off or on silent mode whiling visiting the faculty members/CI and the DG in their offices for discussion/interview.

3.11 Internet and E-mail Facilities
The Institute has 24-hours Internet access facility through DSL 4 MB connectivity. The Following facilities are available for all the participants.

1. Internet/e-mail facility.
2. Individual user accounts on local servers.

3.12 Fax/Email/Website
The NIM Fax numbers are 99244050 which can be utilized for incoming faxes. The NIM email address is info@nim-khi.edu.pk.
Website of NIM is www.nim-khi.edu.pk

3.13 Postal arrangements/Mail Box
A mail-box facility is available in the corridor adjacent to class room at ground floor. Each participant will be allotted a mail-box for collection of their mails. Outgoing private mails will be facilitated by the Institute at the official charges.
The participants may receive mail on the following address: C/o Deputy Director (Program), National Institute of Management (NIM), Block-11, Gulshan-e-Iqbal, University Road, Karachi-75300, Pakistan.

3.14 Laundry
The Institute has laundry services available for the participants on payment. The hostel reception may be contacted for details.

3.15 Medical facilities
NIM Karachi has OPD services available in NIM premises. The Medical Officer is available from

09:00 a.m. to 01:00 p.m. daily from Monday to Friday and Dispenser available till 05:00 p.m. daily.

Medical officer of NIM Karachi is expected to examine each participant at least twice during the course, and maintain individual medical history Card. Participants are advised to visit the NIM Clinic and see the Medical Officer. The participants should consult their personal doctors /medical officer at NIM Karachi, to seek advice in respect of their diets issues in view of their medical history & treatment.

All participants are required to get them examined by the Institute's Medical Officer as per program to be issued by him later.

3.16 Mosque
A beautiful mosque is situated within NIM premises to facilitate the residents, employees and participants of the Institute for all five prayers including Jumma prayer.

3.17 Private Use of Institute Vehicles
➢ Institute has limited vehicles. However, these shall be made available only to the SMC Participants for departure/ arrival and emergency purpose.

3.18 Smoking
➢ Smoking is strictly prohibited in official premises. **Violations will be noted by the faculty.** Any participant violating the Refreshment areas in the academic block and dining room of the hostel are also declared as "no-smoking" zones.

3.19 Car Parking
i. Limited Parking facility is available near main gate and in front of the Auditorium for cars with NIM Stickers. NIM stickers will be issued on first come first served basis only to the participants without driver. The vehicles driven by any person other than the participant will not be allowed to be parked within NIM Premises.
ii. All concerned are required to observe the speed limit of **05 km/ hour** while driving within the Institute premises: they are also requested to advise their guests to observe the speed limit.
iii. **No participant is allowed to be dropped in front of the Entrance to the Campus Building Gate. Violations will be noted.** This facility is reserved for the Faculty, the CI and the DG only.

3.20 Dress Code
For all formal occasions and academic/CR activities including CSRs, SEs and Visits, following dress code will be observed:
▪ **Formal Occasions**

Monday – Thursday; Registration &Graduation Day
• Lounge Suit / National Dress (Black Sherwani with white Qameez Shalwar & Shoe with Socks - Boots with laces or moccasins)

Friday – Saturday; Dinner Talks
• Lounge suit / National Dress (Black Sherwani or a buttoned-up black waist-coat, White Qameez Shalwar & Shoe with Socks – Boots with laces or moccasins)

For informal occasions, following dress code will be observed:
▪ **Informal Occasions**:
• Smart casual or White Shalwar Qameez with Black Waist Coat, or Closed Collars / Combinations

3.21 Photographs:

At the time of registration on registration day, individual photograph of each participant will betaken to be used for various official documents. For this purpose, formal dress i.e. Lounge Suit / Black Sherwani with white Qameez Shalwar & Shoe with Socks, Boots with laces or moccasins is required.

CHAPTER -4
FACULTY &
ADMINISTRATIVESTAFF

Dr. Lubna Ayub

Dr. Lubna Ayub is presently working as Director General, National Institute of Management, Karachi, and is a BS 21 Officer of the IRS group. Previously, she has worked as Member FBR on Special Initiatives, and Chief Commissioner Inland Revenue, Regional Tax Office, Hyderabad and Quetta. She attained a PhD, Sociology, on a Fulbright Doctoral Scholarship, USA, MSc in Development Studies from the London School of Economics, UK, on a Chevening Scholarship, and a specialization in Public Finance from the American University, Washington DC, on a Hubert Humphrey Fellowship. She was a member of the Group Study Exchange Programme of Rotary International to Tennessee, USA as an ambassador of Pakistan. She is an adjunct faculty at the IBA, SZABIST, and Dow Universities, and has taught courses on Development Economics, Research Methods, and Leadership and Change Management. She is the President of the Alumni Association of Hubert Humphrey Fellows, Pakistan, a Rotarian, and is associated with several nonprofit and academic organizations.

SMC Faculty

Abdul Khalique Shaikh
Chief Instructor (CI-SMC Wing)

Mr. Abdul Khalique Shaikh is presently working as the Chief Instructor (SMC) and Directing Staff (SMC), National Institute of Management, Karachi, and is a BS-20 officer of Inland Revenue Service (IRS).

He has previously served as Commissioner Inland Revenue (Karachi station) and Chief (IR-WHT) and Secretary (IR-Automation & WHT) at FBR (HQs), Islamabad. He has worked across most functional lines in the field. He has also worked with Govt. of Sindh in the area of education reforms. He has attained an enriching experience of having actively interacted and coordinated with various development partners (WB, DFID, USAID, UNICEF) and their missions.

He is a British Chevening Scholar (2004-05) and holds MSC (IEBF), with dissertation from Cardiff Business School / Cardiff University, UK. He has the honor of having been selected, out of Chevening Scholars cohort (2004-05), to briefly shadow the late Hon Rhodri Morgan, then First Minister of Wales, Welsh Government, UK.

He has attended various capacity building courses – held variously at China-OECD Tax Centre (Yangzhou, China), Australian Tax Office (Sydney, Australia), University of Wolver Hampton (UK), HMRC (UK) – Tax Expert led short course (Islamabad, Pakistan), AKU-IED (Karachi), IBA (Karachi), LUMS (Lahore), DOT (Karachi) and WB (Islamabad).

His core areas of interest are Public Policy, Public Finance / Taxation, Education Policy and Management, Executive Capacity Development and related research. He has previously authored a report on consolidation of reforms (IR-field offices), FBR. He is a lifelong learner and avid reader.

Shagufta Waris
DS (T&C –SMC Wing)

Ms. Shagufta Waris is the Directing Staff at the National Institute of Management. Karachi. She joined the Institute in 1994 as Research Associate in BPS-17. She is a permanent faculty member of the Institute, having an experience of more than 28 years in the field of research and training. She holds double Masters in Public Administration & Political Science from Karachi University. She has completed her Senior Management Course & Mid- Career Management Course from NIM Karachi. She has attended various training programs especially in the field of Management. She conducted short training courses as course coordinator and worked as deputy course coordinator of advanced courses in Public Administration in erstwhile NIPA, Karachi.

Asif Ali Khand
Deputy Program Director (DDP-SMC Wing)

Asif Ali Khan is the Deputy Director (Program)-Senior Management Wing (SMW), at the National Institute of Management (NIM), Karachi. He holds a Master's Degree in Computers Science and also holds a Diploma in Computer Science and has attended numerous training programs especially in the field of Information Technology. He also worked as a Program Officer in the Office Management Wing (NIPA Karachi).

As a Deputy Director (Program), he remains involved with faculty and training related activities, conducting IT related sessions for the participants of SMC & MCMC. He also makes arrangements for visits and class activities for the course conducted by SMW.

MCMC Faculty
Samina Intizar
Chief Instructor (CI-MCMC Wing)

Samina Intizar is the Chief Instructor (MCMC) and Directing Staff (Research), at the National Institute of Management, Karachi. She is a permanent faculty member of the Institute. She completed her Senior Management Course in 2016 & Mid-Career Management Course in 2013 from NIM Karachi. She joined the institute in 1990 as Research Associate in BS-17. She did her Masters in Commerce from Karachi University. She attended many short training courses in different aspects of Public Policy & Management within and outside country.

She also attended a workshop on Global Knowledge and five weeks course on Training of Trainers from INTAN, Malaysia. She recently attended 03-Day workshop on Evidence Based Decision Making for Public Servants from Harvard Kennedy School, USA. She conducted short training courses as course coordinator and worked as deputy course coordinator of advanced courses in Public Administration in erstwhile NIPA, Karachi. She also conducted Senior Management Courses for BS-19 officers simultaneously as Chief Instructor.

Waqar Saleem Baig
Additional Directing Staff (ADS-MCMC Wing)

Mr. Waqar Saleem Baig is the ADS(MCMC) at the National Institute of management, Karachi. Prior to join NIM Karachi, he was associated with Government of Sindh (GoS), worked as Principal, Municipal Training and Research Institute (MTRI), Local Government Department. MTRI was a Federal Government Institution devolved under 18th Constitutional Amendment to GoS. He was involved in training process of elected representatives and government officers of Local Government in the area of Local Government and its Finances. He completed

Masters of Applied Sciences (M.A.S) in Economics from Applied Economics Research Centre (AERC) in 2002-2003 followed by his Master's Degree in Economics from University of Karachi in 2001. In pursuance to professional career, he joined Federal Government as a lecturer in economics at undergraduate college in Islamabad in 2004. During lectureship he has been offered by Planning Commission of Pakistan as a Research Officer in Economist Group cadre, a federally administrative organization involved in development of short term and long-term planning process of the country. He worked in project appraisal section where he extensively involved in the financial and economic appraisal of the public sector development projects. He contributed in several international and local studies as Economic and Financial Analyst. He also worked as Trainer for Local Government Institutions and visiting faculty member at AERC for the course "Project Evaluation".

Majid Rashid
Deputy Program Director (DDP-MCMC)

Mr. Majid Rashid is the Deputy Director (Program), Coordination Wing, National Institute of Management (NIM), Karachi. He holds Bachelor's Degree from University of Karachi and attended various short courses in the field of Office Management, Human Excellence, Office Management Excellence, Rules of Business and MS Office.

He also completed his Mid-Career Management Course (MCMC) in 2018 from NIM Karachi.

Administration Wing
Abdul Wajid Shaikh
Directing Staff (Admin & Finance)

Abdul Wajid Shaikh is the Directing Staff, Admin & Finance, at the National Institute of Management, Karachi. He holds Masters in Business Administration and has 14 years' vast experience of administration and finance. He is on deputation in NIM Karachi since November, 2017. He has attended several trainings on office management, financial information and control system including IT relevant courses funded by Microsoft.

Waheed Akhtar, Deputy Director (Admin)

Mr. Waheed Akhtar is the Deputy Director (Admn) at the National Institute of Management, Karachi. He joined NIM Karachi in 2003 on deputation from the office of the Auditor General of Pakistan. Later on he was absorbed permanently in NIM Karachi in 2006. He holds a B.Com. He qualified SAS in 1991, a departmental examination of Auditor General of Pakistan. He has previously served in National Highway Authority (NHA) for five years from 1996 to 2001 on deputation. He has vast experience of administration, audit and Accounts.

Shafqat Hussain Shah, Assistant Director (A&F)

Shafqat Hussain Shah is working as Assistant Director (A&F) / Computer Instructor at the National Institute of Management, Karachi. He joined National Institute of Management (NIM), formerly NIPA Karachi in 2001 as a Research Associate (IT). He holds a Master's degree in Computer Science and has vast experience in IT teaching and application design. He also worked as a key member in project (RETA) funded by Asian Development Bank (ADB).

Dr. Khan Pervez Hadi
Medical Officer

Dr. Khan Pervez Hadi is a Medical Officer (MO) at the Clinic of the National Institute of Management, Karachi. He holds MBBS from Dow Medical College and is highly experienced Medical Practitioner. He has vast experience in the field of medicine. He efficiently provides the medical facilities to NIM Employees and the participants of SMC, MCMC and other customized courses.

M. Nadeem Nizami, PRO	*Naeema Hashmi, Mess Officer*	*Sajid Khan Jadoon, Sports In-Charge*

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CHAPTER-5
Contact Numbers

Contact Numbers

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