National Institute of Management

Karachi
(A Constituent Unit of NSPP)

(Senior Management Wing)

ACADEMIC GUIDELINES

AND

INSTRUCTIONS

29th Senior Management Course
(Monday 7th June to Friday 24th September, 2021)

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CHAPTER - 1

GENERAL INFORMATION

CHAPTER-1: GENERAL INFORMATION

1.1 <u>Aim</u>

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 <u>Organization</u>

For operational purposes NATIONAL INSTITUTE OF MANAGEMENT (NIM), KARACHI has been divided into two wings, namely; Mid-Career Management Wing (MCMW) and Senior Management Wing (SMW). The MCMW conducts the Mid-Career Management Course (MCMC) for Grade-18 officers, and the SMW conducts the Senior Management Course (SMC) for Grade-19 officers.

1.3 <u>History</u>

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 1861). 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 that 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.

The contents of ACPSM have been revised 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 & Baluchistan, the government has decided to also run this course at NIM Karachi. In this regard from 9th to 28th SMCs were simultaneously conducted both at SMWs of NMC Lahore and NIM Karachi. 29th SMC is scheduled from Monday 7th June, 2021 at SMW of NMC Lahore, NIM Karachi and NIM Peshawar.

1.4. <u>NIM Vision</u>

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

CHAPTER - 2

ACADEMIC ASPECTS

CHAPTER-2: ACADEMIC ASPECTS
(To be read in conjunction with syllabus book)

29ᵗʰ SMC has been scheduled from Monday 7ᵗʰ June, 2021 to Friday 24ᵗʰ Sept, 2021. In view of COVID-19 epidemic, 29ᵗʰ SMC will be predominantly conducted on - line except Current Issue Presentations, Simulation Exercise Presentations, Analysis Papers & MCQs. For these activities, all participants will be required to be present on campus on the day of these activities.

2.1   Training Modules and Conduct

a) The curriculum of the Course is comprised on seven study modules spread over 3 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	Economics 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 (Dropped for 29ᵗʰ SMC)*
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 curriculum under the overall guidance of NSPP.

c) Scholars and eminent speakers, who are experts in their specific fields, are invited to deliver talks on given topics, which are followed by Q & A sessions where participants have the opportunity to clarify and raise issues of relevance to public policy formulation and implementation.

d) Aim and Scope, and Study Topics for each Study Module are reflected in the Syllabus Book, which will be issued separately.

e) <u>**All activities/assignments given below are the part of the assessment process which will be done by the DSs.**</u>

2.2   Simulation Exercises

Simulation Exercises have been included in the course. The general and common aim of these Exercises is to offer an opportunity to the participants to apply their knowledge and skills for developing implementation strategies of national policies as well as formulating policies at provincial level. Aim, Scope and Objectives of the Exercises are given in the Syllabus Book.

2.3   Case Studies

A case study is a situation often with disguised scenarios to provide an opportunity to go through the problem solving process. During the course, three case studies will be conducted (one in each term). The sponsor CI/DS will introduce the case in the main class room (MCR) and the participants will discuss the case at the syndicate level to analyze the core issues related to this case. Participants of each syndicate will present their findings in the main class room

(MCR) and will suggest workable strategies at policy formulation / implementation levels.

2.4   <u>Classroom Modalities</u>

Generally, the class sessions at SMW would be as under. However, owing to certain compulsions these could be **extended by 30 minutes each by the Chief Instructor SMW** by utilizing afternoon Research Hours. Time can be further **extended by the Director General by another 30 minutes**, if need be:

<u>**Class Activities Monday through Thursday:**</u> Daily schedule which will be followed during the course is given as under. Any change in the timings will be reflected in the weekly schedule.

- 0900-1100 hrs   - Class Activities Session –I
- 1100-1130 hrs   - Tea Break
- 1130-1400 hrs   - Class Activities Session- II
- 1400-1500 hrs.   - Lunch and Prayer Break (Monday – Thursday)
- 1500-1700 hrs   - CIP/Research/ICT

<u>**Class Activities Friday**</u>

- 0900-1100 hrs   - Class Activities Session –I
- 1100-1130 hrs   - Tea Break
- 1130-1300 hrs   - Class Activities Session- II
- 1300-1500 hrs   - Jumma Prayers
- 1500-1700 hrs   - CIP/Research/ICT

i. Classes will commence daily with recitation of *Holy Quran (Tilawat).* **Participants are required to be present from their respective work stations (on-line) five minutes before the start of every session**.

ii. One of the participant will introduce and pay vote of thanks to the guest speaker(s).

iii. After the Lecture Discussion (LD) or Panel Discussions (PD) the length of Question and Answer (Q & A) sessions will be approximately 40-50% of the duration of the session/sessions.

iv. The Research Period(s)/day(s) will be utilized for Research work on CIP, Synopsis writing & IRP etc. and may also be used for discussions on IRPs, Case Studies Research, interviews of the participants etc.

2.5   <u>Presentations</u>

a)   <u>Current Issues Presentations (CIPs)</u>

Each participant will make presentation on a current issue relating to politics, economics, social issues, religion, or ethics, etc. The presentations shall commence from the fourth week of the course. Each presentation will be for 30 minutes, of which 10 minutes will be reserved for Q & A Session.

b)   <u>Course Review Committee Presentation (CRCP)</u>

A Course Review Committee is constituted comprising one chairman and 5 to 6 members. The Committee prepares a report about the course curriculum and extracurricular activities by taking views of all the participants of the course. The aim is to seek comments and recommendations on the course by the

participants with a view to further improve it. This report is then presented in the main classroom in a 2 hrs. session: (01 hr. PowerPoint presentation and 01 hr. review by the faculty, CI & DG). It takes place at the end of the course.

2.6 Individual Research Paper (IRP)

a) Each participant is required to write one IRP. Participants will submit three topics of their choice for the IRP to the Institute. The Institute 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.

b) IRPs may subsequently be presented before the entire faculty and participants of the SMC in one-hour sessions, which will be scheduled and notified in the weekly program.

c) The participants can seek detailed guidance from their faculty advisors about any aspect of the IRP.

2.7 Syndicate System / Tutorial Discussion (TD)

a) Syndicate in the academic sense refers to a small group of participants who get together (on-line) under the guidance of DS, who is Faculty Member, to hold discussions on significant issues relating to the curriculum. 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*. Each syndicate will also have a *Syndicate Coordinator* from amongst the members of their syndicate, who will be nominated by the respective covering DS. All TDs will be held on zoom technology (on-line), which will be notified separately at the beginning of each term.

2.8 Synopsis Writing

Each participant will be tasked in turn to write synopsis of at least one lecture during the course. The synopsis shall normally consist of *around 1500 words*. **The write-up should focus on the central theme and recommended policy options spelt out by the guest speaker(s).** The concerned participant will submit a soft copy *to DS (T&C) on her email ID (shaguftawaris1@gmail.com) the next day* (i.e. in 24 hours). *One soft copy will also be provided to the AD (IT)mohsin@nim-khi.edu.pk.*

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

In each term, an individual exercise is held (on-line) 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. APDB Session is held after each AP.

2.10 Peer Rating (PrR)

In each term, an individual exercise is held (on-line) 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"*. For conduct of PrR exercises, refer to Syllabus Book, which is issued separately.

2.11 Computer Literacy (CL)

a) *At the time of joining the course, each participant is expected to have a reasonable proficiency in computer handling/literacy. However, to refresh their knowledge, a computer literacy week is organized.*

b) First week of the course will be utilized for Computer Literacy classes, 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.

c) 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/her weak partner also qualifies the test conducted to assess the level of proficiency.

d) 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.

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

2.12 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:

i)	Monday to Thursday	- 9:00 a.m. to 01:00 p.m.
		- 02:00 p.m. to 10:00 p.m.
ii)	Friday	- 9:00 a.m. to 01:30 p.m.
		- 3:00 p.m. to 10:00 p.m.

2.13 Library

a) The Institute has a well-equipped Library containing books & periodicals relevant to SMC, MCMC and other short courses. Books have been classified according to the internationally recognized *Dewey decimal. Classification System Edition21* 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 syndicate subjects allotted are kept in specified shelves marked "Reserve shelf". These are basically meant for use by the members of respective syndicates. The material will be 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 or periodicals are kept in the periodical room. 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.

e) The Library timings are as under:
   i.   Monday to Thursday: 09:00 a.m. to 01:00 p.m. & 02:00 p.m. to 05:00 p.m.
   ii. Friday: 09:00 a.m. to 01:30 p.m. & 03:00 p.m. to 05:00 p.m.

2.14 Submission of Papers/Written Assignments

a) **IRP:** The participants are required to *prepare 2 hard copies one copy for Faculty Advisor and one for the Library*. Soft copies of **each report** will be submitted during the course to *their respective Faculty Advisor /Faculty Member and DS (IT).*

b) **Simulation Exercises Reports/ Hands Outs:** Only 01 copy of final reports and handouts will be submitted by the Synd. Chairperson and RAG Leader to the Faculty Advisor.

2.15 Course Coordinator

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).

2.16 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.

2.17 Attendance

ATTENDANCE POLICY: Any Participant who misses a total of 06 days of course studies (whether with permission or otherwise) would be liable to be withdrawn from the course. Genuineness of the reason for absence cannot compensate for the loss of learning, hence, no exceptions would be allowed.

Attendance during the course is compulsory. Punctuality and attendance is closely monitored by faculty and coordination section 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 DS (T & C), who will give it to Chief Instructor for onward submission to Director General for approval.

2.18 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 6 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.

CHAPTER - 3
ADMINISTRATIVE ASPECTS

3.1   Registration
Online registration will be held on Friday **7th June, 2021**. Prior to that participants are required to attend online demonstration classes in the ***Zero Week (Monday 31st May – Thursday 3rd June, 2021).***

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 Training Wing 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 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.

3.9   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>NOT ALLOWED</u> in Classroom, Auditorium, Syndicate Rooms and Library.

3.10 <u>Internet and E-mail Facilities</u>

The Institute has 24-hours Internet access facility through Optical Fiber 30 MB connectivity. The Following facilities are available for all the participants.

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

3.11 <u>Fax/Email/Website</u>

The NIM Fax numbers are 99244050 and 99244052 which can be utilized for incoming faxes. The NIM email address is info@nim-khi.edu.pk.

Website of NIM is <u>www.nim-khi.edu.pk</u>

3.12 <u>Postal arrangements/Mail Box</u>

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.

3.13 <u>Laundry</u>

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

3.14 <u>Medical facilities</u>

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 04:00 p.m. daily.

Medical officer of NIM Karachi will examine each participant at-least twice during the course and maintain individual medical history Card. Diet plan also be advised on the basis of medical history & treatment. All participants are required to examine himself/herself to institute's medical officer as per given program will be issued by Medical officer.

3.15 <u>Mosque</u>

A beautiful mosque is situated within NIM premises to facilitate the residents, employees and participants of the Institute for all the five Prayers and Jumma Prayer.

3.16   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.

3.17   Smoking

Smoking is strictly prohibited in official premises. Refreshment areas in the academic block and dining room of the hostel are also declared as "no-smoking" zones.

3.18   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 **25 km/ hour** while driving within the Institute premises: they are also requested to advise their guests to observe the speed limit.

3.19   Dress Code

For Formal Occasions/all academic activities including simulation exercises, following dress code will be observed:

- Lounge suit / Sherwani (*All Days*) _**Monday - Thursday**_
- National Dress (Sherwani or a buttoned-up black waist-coat, White Qameez Shalwar & Shoe with Socks – Boots with laces or moccasins) _**Only for Friday**_

For Informal Occasions:

- Smart casual or
- White Shalwar Qamiz with black waist coat, or
- Closed collars / combinations

Chapter - 4

Permission, Instruction & Undertaking

1. From 7th June, 2021, the **29th Senior Management Course** at the National Institute of Management is being conducted in tele-training mode in the wake of recent Pandemic COVID-19. The rationale is adherence to Counter-Coronavirus covenant of social distancing sans delay in mandatory course of career progression of the officers.

2. As in the tele-training mode the lectures will be transmitted online, through secure systems, the Participants would be bound to adhere to the established norm of **non-attribution**.

3. As during the emerging scenario of virtual class room, non-attribution is of utmost importance, for the satisfaction of the guest speakers and the sanctity of the learning environment, all Participants have given an **Undertaking** that they will not record or disclose such propertied information, knowledge to anyone in any form.

4. Furthermore, they will not share this information on the internet, social media or discuss or disclose at any other forum or in any format with reference to the speaker.

5. The violation will earn them severe disciplinary action.

6. However, if the guest speaker allows permission, NIM, Karachi would record the lecture and keep safe the power point presentation, for record.

<p align="center">**UNDERTAKING (Non-Disclosure)**
29th Senior Management Course</p>

In consideration of being given access to information, in form of LDs, PDs, Workshops, Reviews, Case Studies, SEs, that will be valuable for my training or study by National Institute of Management, Karachi.

1. Non-Attribution

a) I will strictly abide by the Chatham Rule of non-attribution and will not disclose such propertied information, knowledge to anyone in any form

b) I will **not** record the audio or video of the all above activities ran during the course and will at best take notes for my own benefit.

c) I will **not** share the information in contravention of Chatham Rule on the internet, sending videos, audios and other academia discussion to the any specific group, general public or contacts using social media etc.

d) I understand that IT forensic trail may be invoked in case of non-compliance.

2. Duration of Confidentiality / Obligation

My obligation to maintain the confidentiality and security of the above said information continues for so long as there is enrollment in NIM, Karachi and even thereafter.

3. Breach

I fully understand and agree that in case I am found in breach of this non-disclosure agreement strict action will be taken against me, which can include, but not limited to rustication from the program.

4. Signature

I have carefully read and considered all clauses of this undertaking and agree that all of the restrictions set forth are fair and reasonably required to protect the sanctity and security of the contents and the speaker. I have received a copy of this undertaking and with my signature agree to its terms.

Participant's Name: _____

Occupational Group: _____

Signature: _____

Date: _____

CHAPTER -5
FACULTY
&
ADMINISTRATIVE STAFF

Dr. Samina Taslim Zehra, Director General

Dr. Zehra is an officer of Pakistan Customs with a blend of experience in public sector, structural reforms and academic research. Her affiliation with government service spans over 25 years. She has spent substantial time of her career in enhancing her qualifications and carrying out academic research.

Her professional expertise pertains to civil services reforms, international trade law, international legal obligations and domestic regulatory autonomy, trade as a development tool, services trade, WTO dispute settlement, new governance approaches in EU economic integration and effective governance of international trade. She has vast exposure in administrative and legal issues, policy implementation and civil service reforms.

She served as the founding member of Institutional Reform Cell (IRC), that was constituted by the current government for civil service and governance reforms. Previously she has served as Director General, IOCO, Director Customs Intelligence and Collector Customs, Port Qasim Authority, Karachi and Secretary, Human Resource Development, FBR Islamabad.

She holds a Ph.D. Degree in International Trade Law from University of Southampton, UK. LLM in International Law from University of Sussex, UK, with distinction, Bachelor of Law (LLB) from SM Law College, Karachi and Masters in English Literature from Kinnaird College for Women, Lahore.

She has attended 108th National Management Course at NMC Lahore and 18th Senior Management Course at NIM Karachi. She has also been a part of several national and international workshops and webinars organized by USAID, United Nation UNCTAD and World Customs Organization. She delivers regular talks on civil service reforms and international trade related topics at various fora and has published articles in newspapers and peer review journals. She is currently working as Director General, NIM Karachi.

SMC Faculty

Akram Ali Khowaja, CI (SMW)

An officer of Pakistan Administrative Service with blend of experience in secretariat, autonomous bodies, foreign funded projects and field offices for over 21 years. He has worked as Assistant Commissioner, Deputy Commissioner and Commissioner in different districts of Balochistan and Sindh Provinces. He has also worked as Special Secretary in Health & Home Departments, Govt. of Sindh.

He holds a degree of Masters of Public Administration from Andrew Young School of Policy Studies, Georgia State University Atlanta, USA as a Fulbright Scholar. He has also

honour to achieve Endeavour Executive Award of Australian Government. He has special expertise in Public Procurement including Public Private-Partnerships.

He has attended 112th National Management Course at NMC Lahore and 15th Senior Management Course at NIM Karachi. He has also attended several national and international training courses, workshops and seminars. He delivers regular talks on public procurement including public private partnership and contract management etc. at different training institutes of the country.

Abdul Khalique Shaikh, DS (SMW)

An officer of Inland Revenue Service (IRS).
Has worked at Federal, Provincial / Regional as well as field levels, has variously worked as Assistant Commissioner, Deputy Commissioner /Additional Commissioner / Additional Director, Commissioner (IR) including as Secretory (IR) and Chief (IR), across various functional positions. Has also worked as Deputy Commissioner (HQs) / Additional Commissioner (HQs).
Has enriching experience of having actively interacted and coordinated with various development partners (WB, DFID, USAID, UNICEF) and their missions. Is a British Chevening Scholar (2004-05) and holds MSC (IEBF), with dissertation from Cardiff Business School / Cardiff University, UK. Has the honor of having been selected, out of Chevening Scholars (2004-05) cohort, to briefly shadow the late Hon Rhodri Morgan, then First Minister of Wales, Welsh Government, UK.

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), AKU-IED (Karachi), IBA (Karachi), LUMS (Lahore) 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 is a lifelong learner and avid reader.

Asif Ali Kakepota, DS (SMW)

An officer of Pakistan Audit & Account Service with blend of experience in Audit & Accounts for a period of over seventeen years. He has worked in Railways Accounts & Pakistan Customs as a Chief Accounts Officer. He has vast experience in Audit. He has worked as Deputy Director District Govt. Audit, Revenue Receipt Audit, Deputy Controller of Military Audit. He has also served as Director Audit of Public Sector Enterprises & Government of Sindh. In addition to this, he has also remained as Director of Pakistan Audit & Account Academy. He holds degree in Masters Economics & Finance and Bachelor's

Degree in Law (LLB) from University of Karachi. He also holds Bachelors degree in Civil Engineering from Mehran University.

He is master trainer of his department and has also remained as visiting faculty (MCMC) of NIM Karachi. He has special expertise in Audit, Accounts, Finance & Trainings.

Shagufta Waris, DS (T&C) - SMW

Ms. Shagufta Waris Directing Staff, National Institute of Management. Karachi joined erstwhile NIPA as Research Associate in BPS-17. She is a permanent faculty member of the Institute. and having an experience of more than 26 years in the field of research and training. She holds double Master's Degree in Public Administration & Political Science from Karachi. She 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 several training courses as course coordinator and worked as deputy course coordinator of advanced courses in Public Administration in erstwhile NIPA, Karachi

Asif Ali Khan, DD Program-SMW

Asif Ali Khan, Deputy Director (Program)-Senior Management Wing (SMW), National Institute of Management (NIM), Karachi. He holds Master's Degree in Computers Science, Diploma in Computer Science and 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 involve with faculty and training related activities, conducting IT related sessions for the participants of SMC & MCMC and involve to arranging the logistic training facilities in Senior Management Courses (SMC).

MCMC Faculty
Samina Intizar, Chief Instructor (MCMC)

Samina Intizar, Chief Instructor / Directing Staff (Research), 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.

Ahmed Iqbal Shah, ADS, MCMC

Mr. Ahmad Iqbal Shah, Directing Staff, National Institute of Management. Karachi joined erstwhile NIPA as Research Associate in BPS-17 and having an experience of more than 25 years in the field of research and training. His field of specialization is Finance & Accounts and holds the Master's Degree in Commerce. He has attended numerous training programs especially in the field of Financial Management, Project Analysis & Management, Communication & Presentation skills and an Executive Ten-Day Workshop on Case Study Development organized by NIPA Lahore. He also attended a 12-day training workshop on Project Analysis & Management organized by PIDE, Islamabad.

Waqar Saleem Baig, ADS, MCMC

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, DD (Program-MCMC

Mr. Majid Rashid, 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.

Administrative Staff

Abdul Wajid Shaikh, Directing Staff (Admin & Finance)

Abdul Wajid Shaikh, Directing Staff, Admin & Finance, National Institute of Management, Karachi. He is Masters in Business Administration and having 14 years' vast experience of Administration and Finance. He is on deputation in NIM Karachi since November, 2017. He has attended several training on Office Management, Financial information and control system and also on IT relevant courses funded by Microsoft.

Waheed Akhtar, Deputy Director (Admin)

Mr. Waheed Akhtar, Deputy Director (Admn) joined NIM Karachi on 8.8.2003 on deputation from the office of the Auditor General of Pakistan. Later on he was absorbed permanently in NIM Karachi w.e.f 24.8.2006. He is B.Com. He has also qualified SAS in 1991, a departmental examination of Auditor General of Pakistan. He also served in National High Way Authority 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 National Institute of Management, Karachi. He joined National Institute of Management (NIM), formerly NIPA Karachi in 2001 as a Research Associate (IT). He holds 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 at NIM Clinic Karachi. He did MBBS from Dow Medical College and is highly experienced Medical Practitioner. He has vast experience in the field of medicine and he provides the medical facilities to NIM Employees as well as participants of SMC and MCMC courses.

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CHAPTER-6
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