

National Institute of Management (NIM) Karachi



ACADEMIC GUIDELINES & INSTRUCTIONS Book (AGIB)

32nd Senior Management Course (Monday, 7th November 2022 to Friday, 24th February, 2023)

Training & Coordination Section
Senior Management Wing (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.), SMC Wing, 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.

Guest Speaker(s) are guided and expected to follow 60:40-time rule (i.e. 60 % for talk by speaker(s) and 40% for interactive Q&A). However, sometimes, the Guest Speakers may vary the format of the session to customize to his/her pedagogical style and to cover the broad syllabus of the LD/PD.

Participants are encouraged to prepare in advance for each class by reading shared material or by making an effort on their own for active learning. The participants may also share reading material with the faculty for circulation amongst the participants in soft copy. These efforts help in generating constructive queries during class sessions. Participants are expected to raise questions and to fill out Questions & Answer (Q&A) Pro forma for every important activity, which are expected to be submitted through the Course Coordinators to the CI Office at the conclusion of the activity.

Participants are expected to turn on button for raising their questions. Faculty/Moderator notes it, from the back, and records it. At the end of each day, the tally of questions asked by each participants is recorded by the T&C Office, which helps the moderator to prioritize questions following day, from those who have minimum number of questions to their credit. Gender balance is also accorded consideration.

Research Day(s) /Session(s) may be utilized for conducting research activities, preparing and finalizing individual/group assignments, organizing policy dialogues and seminars, arranging extension talks by eminent persons/experts/scholars, holding group (RG/SYND) discussions, engaging in committees' and societies' consultations, organizing voluntary/peer talks (briefings about departments and their projects/achievements, talks about unsung heroes and less known heritage & cultural sites, book reviews & talks with authors, language teaching & learning, sports competitions, cultural evenings/nights with/without alumni, social evenings with societal leaders from all walks of life, sharing of personal achievements, etc.)

Timings for daily class activities as described as under:

Monday through Thursday:

- 0800-0855 hours. (Research)
- 0900 -1700 hours. (Tea Break: 30 minutes, Lunch & Prayer Break: 1 hour)

Friday

- 0800-0855 hours. (Research)
- 0900 -1700 hrs. (Tea Break: 30 minutes, Lunch & Jumma Prayer Break: 1.5 hour)

Saturday (Research Day):

*Subject to research & other relevant/required activities (along with timings) to be included in the Weekly Schedule (WS).

- ***Note:** Daily Class/Research timings may sometimes be extended as per requirement of the activity/exercise in order to cover the syllabus, and is regularly reflected in the WS.*

2.2.1. General Rules to be observed:

The following rules are expected to be followed in letter and spirit. Violations of the same must be avoided during the course as it may affect your personal attributes/personality profile.

- I. **Strict Punctuality** is expected in all activities, whether held on campus or outside.
- II. Participants are required to be seated five minutes (08:55 hrs.) before the start of every session. The recitation from the Holy Quran (to be followed by Durood-e- Ibrahimi) will start at 09:00 hrs. sharp. **Late arrival is marked if a participant arrives after commencement of the Recitation (i.e. after 09:00 hrs.), which may affect a participant's punctuality profile.**
- III. **Late arrival, use or ringing of mobile phone, not being in the dress code, speaking to each other while the class is on, must be avoided during academic activities whether held in CR, Lab, Auditorium, Library, or in the SRs.**
- IV. **Nominated participant(s) are required to introduce the guest speaker(s) of session(s).** For this purpose, they are expected to go through their CVs and practice the speaker's short introduction on their own with the help of the peers. Further, before introducing a Guest Speaker, the participant is required to introduce himself/herself.
- V. **Participants must rise on arrival of guest speaker(s)/panelist(s) as a mark of respect. Similar protocol is also expected for all the faculty members, Chief Instructor, and Director General.** Such participants are also required to write a synopsis of the activity and submit the same in time.
- VI. During Question & Answer (Q&A) Sessions, participants are always required to introduce themselves (i.e. by saying his/her Name and that of his/her Service Group/Department).
- VII. Participants must not make a supplementary question unless it is allowed by the Faculty or the moderator of the session, so that maximum participants may benefit from the Q&A session.
- VIII. At the end of a formal class session, nominated participant(s) are required to share the takeaways of the LD/PD/W and pay a befitting vote of thanks to the Guest Speaker(s) with standing ovation by all participants as a mark of respect. **The whole activity must not take more than 03 minutes.**
- IX. **Formats for Presentations as well as Write-ups which are required to be submitted, are provided in Chapter No.6 of this Book.**

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/strategies and their implementation, with a view to exploring workable solutions to nagging public service delivery challenges, and proposing evidence-based, smart, innovative policy choices/interventions for effective domain-specific decision making and improved public service delivery.

Aim, Scope and Objectives (ASOs) 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.

The participants are encouraged to invite domain experts on voluntary basis (in person/via zoom) for interactive discussion and expert guidance so that their quality of work is enhanced. **Before inviting any domain expert, the Leaders are required to consult the concerned Faculty Advisor and the Chief Instructor personally before going ahead.** A group inviting any voluntary expert will, after consultation with the Faculty and the CI, share the details of the speaker and the timing, with other group for their voluntary participation, if they so desire.

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 relevant Key Performance Indicators (KPIs). **KPIs will cover what action to take, who will take, when will it be taken, how much will it cost (resources), what will be its intended impact, and how it will be monitored.** 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 the designated Focal Person (SMC Wing), the concerned Sponsor/DS and the CI:

- **SYND/RG# - Daily Activity Report (SE-DAR)**

DAR (in the prescribed format to be circulated later) will be emailed by each designated Secretary by close of each working day.

- **SYND/RG# - Pre-Review Report (Pre-RR)**

Each SYND/RG Leader himself/herself will email the required Pre-RR which will be shared with the panelist(s) for their expert review.

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

Each SYND/RG Leader himself/herself will email the presentation based strictly on Pre-RR.

- **SYND/RG# - Post-Review Report(Post-RR)**

Each SYND/RG leader in consultation with the SYND/RG Secretary will revise the Pre-RR in the light of comments/critique offered by the panelist(s), and email the Post-RR.

- **SE# - Consolidated Report of the SE**

All SYND leaders will jointly convert all the SYND and RG Post-RRs into a consolidated, concise, focused report (max.10 pages along with an Executive Summary) in the format of an IRP using APA style. The joint team may like to co-opt any RG leader or a member of any SYND/RG, in consultation with the Sponsor Faculty Member/CI, for this purpose.

The Consolidated Report must read like one whole document, highlighting the critical, innovative, and value additive contributions made by all groups, and shall not be a patchwork of all reports. Quality reports will be shared with NSPP/stakeholders.

2.4 Case Study Research (CSR)

This is an important assessment activity.

Three Case Studies Research (CSRs) are 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 designated Focal Person (SMC Wing), the concerned Sponsor/DS and the CI :

- **CSR# - SYND.#: Daily Activity Report (CSR-DAR)**

DAR (in the prescribed format to be circulated later) will be emailed by each designated Secretary /Deputy Leader by close of each working day.

- **CSR# - SYND.# : Draft/Final CSR Report & CSR Presentation**

Each SYND/RG Leader himself/herself will email the required Draft/Final CSR Report along with Presentation which may be shared with the panelist(s) for their expert review.

- *An expert/facilitator may be invited (Optional)* subject to availability.

- **CSR-CR # - Consolidated Report of the CSR**

All SYND leaders will jointly convert all the Final Reports of the CSR into a consolidated, concise, focused report (max.05-06 pages along with an Executive Summary) in the format of an IRP using APA style. The joint team may like to co-opt any additional SYND member, in consultation with the Sponsor Faculty Member/CI, for this purpose.

The Consolidated Report must read like one whole document, highlighting the critical, innovative, and value additive contributions made by all groups, and shall not be a patchwork of all reports. Quality reports are shared with NSPP and/or stakeholders.

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) Public Speaking

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 3-5 minutes each for preparation (i.e. gathering of thoughts) and talk on the assigned topic in front of faculty members and class participants.
- Each participant is expected to take part in both Voluntary and NIM – Endeavor Talks. Active participation in these talks will hopefully brush up their public speaking skills.

b) Current Issues Presentations (CrIPs)

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.** CrIPs cover broad range of issues and includes topics such as 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 may commence from the third week of the Frist Term of the course.**
- One participant each will be randomly drawn from each Syndicate for CrIPs for scheduling their presentation in sequence till all participants are exhausted.
- 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).

- The participants are required to seek detailed guidance from their faculty advisors in the allotted time and/or at their convenience.
- Each Participant will email their final presentation to the Class Assistant (SMC), the concerned Faculty Advisor and the CI, at least one working day before the scheduled presentation.
- Designated Class Assistant (SMC) will be responsible for printing and distribution of the hard copies as per practice to all faculty members, CI, DG, and for record.
- **A concise, focused, and properly formatted CrIP Report, consisting of not more than 04-05 pages (1500-2000 words), in IRP format, with an Executive Summary, in APA style, will be emailed to the Designated Focal Person (SMC), the concerned Syndicate Advisor and the CI (All three together), latest by 10:00 pm by following working day.**

c) Individual Research Paper (IRP) & IRP Presentation

IRP is one of the critical assessment activities.

- Each participant is required to write an IRP on a topic determined by the NIM. Participants will however 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.
- **An IRP Plan** will be circulated on the day the IRP topics (along the participant's name and Faculty Advisor assigned). IRP Plan will provide timelines for compliance. Participants are required to strictly follow the timelines included therein.
- For the purpose of IRP, all participants are required to adopt American Psychological Association (APA) Referencing Style. For this purpose, SMC Wing will arrange IT session (Word Reference, Zotero) in the Computer Lab.
- The participants can seek detailed guidance from their faculty advisors about any aspect of the IRP.
- A minimum of 4.5 hours will be utilized for imparting knowledge, tools and techniques for conducting quality research.
- Second Draft of IRPs and final submitted versions will be assessed for plagiarism. The status of plagiarism will be shared as feedback with the participants in respect of Second Draft only so that the participants may address the identified issues before the final submission.
- NSPP has very strict plagiarism Policy based on HEC Plagiarism Policy. The details regarding plagiarism policy and penalties, are provided in the Research Manual for the guidance of the participants.
- Each Participant is required to email in time a Research Proposal (Max. 20% of Allowed Word Count), First Draft (Max. 50% of Allowed Word Count), Second Draft (Max. 100% of Allowed Word Count, except Abstract/Executive Summary of the IRP), and Final Paper (100% of Allowed Word Count with Abstract/Executive Summary and other formatting requirements), to the designated Focal Person (SMC Wing), with cc to the concerned Faculty Advisor, and C. The IRP Plan will have all the details.
- **Each participant must ensure timely submission of 02 hard copies**

(final) of IRP duly formatted and structured as per guidance provided in the Research Manual customized to APA Referencing Style, duly certified (with prescribed undertaking) and signed to the designated Focal Person (SMC Wing).

- 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.
- All Participants will email their presentations, at least one working day before the scheduled presentation, to the Class Assistant (SMC), the concerned Faculty Advisor, and the CI (all three).
- Class Assistant (SMC) will be responsible for printing and distribution of the presentations as per practice to the Faculty, CI, DG and for the record.

d) Course Review Committee Presentation (CRCP)

This is a very important group activity falling under the overall assessment framework.

- The CRC is required to make a 02-hour presentation including 01-hour review by the faculty, the CI and the DG. It takes place in the final week of the course. **The CRC therefore needs to complete its task in all respects at least one week before the conclusion of the course.**

2.8 Syndicate System for Tutorial Discussion (TD)

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

All TDs will be conducted in the Syndicate Rooms (SRs). Reading material and guidelines for the TD will be placed on the E-portal 03 days in advance by the T&C Wing. Participants are expected to go through the given reading material before the TD session. TDs will be conducted in the following manner:

- a) Syndicate (SYND) in the academic sense, refers to a small group of participants who get together under guidance of a Covering DS/CI and/or any other invited facilitator, to help engage the participants in interactive peer discussions on significant angles relating to an identified topic from the course syllabus and/or any other topic identified by a Faculty member/CI.
- b) The aim of Tutorial Discussion is to provide enabling environment to Participants for discussions in smaller groups with a view to afford them better opportunities of expressing their views on core issues vis-à-vis public policy and implementation process. Moreover, it enables 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.
- c) Tutorial Discussions are held in designated Syndicate Rooms, located on the first floor of the Campus Building. All participants are generally divided into an optimum number of syndicates at the beginning of the first term depending on the number of faculty members available and/or on the basis of pedagogical planning.
- d) Syndicates are restructured before the start of second and third terms by

the SMC Wing, with a mix of participants from various departments/occupational groups, to encourage relationship building and knowledge sharing.

- e) From among the participants in a designated Syndicate, a Chairperson and a Secretary are selected by the Covering Faculty/CI for each TD. The Chairperson is expected to find relevant material and policy/strategy documents relevant to the TD topic, and shares the same with his/her fellow participants in advance for their review, and/or assigns each participant a role to prepare for the discussion in advance. On the day of the TD, the Chairperson organizes the thematic discussion on the day, and timely concludes it by ensuring contribution from each participant of the group. **The Chairperson of the TD is required to introduce the topic, its scope at the beginning, and to conclude the session in 2-3 minutes at the end.** The Covering Faculty monitors the proceedings of the TD and acts as a facilitator.
- f) **The Secretary is required to take the notes/minutes of the discussion, and later emails a Synopsis (on a prescribed format) on the basis of his notes/minutes, highlighting the salient points of the discussion, key insights, and workable recommendations, latest by 10:00 pm the following working day.** He is also expected to share the names of the participants to the Chairperson/President of the session, so that they may be allowed an opportunity to contribute.
- g) Administrative issues, if any, may be shared with the Covering Faculty.

2.9 Synopsis Writing

This is an important assessment activity.

Synopsis is the accurate and concise record of the proceedings of a training activity or event. Synopsis Writing aims at assessing the participants' ability to sift the details, capture the essence of the proceedings and accurately record the same for the purpose of reference, evidence or history. It trains and enables the participants to record the minutes of meetings, relevant details of happenings and effectively communicate with the media and public at large. Guidelines for writing synopsis are as under:

- a) Each participant is required to write a synopsis of at least one academic activity/event.
- b) Since synopsis is a record of a past and closed transaction, it must be recorded as such in third person and indirect narration.
- c) Essence of the proceedings must be captured and the issues should be properly assimilated, organized and presented.
- d) Gist of each and every response by the guest speaker / moderator along with identity of the participant who raised the question / enquiry must be included.
- e) Clear and smooth language, free of spelling, syntax or grammatical errors, should be used.
- f) **Times New Roman font with 12 size and 1.5- line spacing is the recommended format.**
- g) **Length of the document should be three pages of 1000 to 1200 words in case of LDs and 4-5 pages of 1200 to 1500 words for PDs, excluding the Title Page.**
- h) The concerned participant is required to submit the synopsis, on the prescribed template, through E-Portal to the Sponsor DS, and by email to the

designated Focal Person (SMC Wing), Sponsor DS, and the CI latest by 2200 hours the following working day.

2.10 Analysis Paper (AP) and Analysis Paper De-Brief (AP/APD)

It is the most important individual assessment activity under the assessment framework.

The Aim of Analysis Paper is to provide all the participants an opportunity to demonstrate their writing, critical thinking and analytical skills in response to the requirements (i.e. the questions asked). Brevity, specificity as against generalization, coherence, conciseness, logical development of ideas, organization of thoughts, relevance, and clarity are some of the qualities which participants need to keep in mind while attempting APs. For detailed scope and conduct of APs, participants are expected to go through the relevant section of the Syllabus Book which is issued separately.

All participants will sit for three APs – one AP for each term – besides AP-Zero (i.e. Analytical Writing Test) to be taken at the start of the First Term. Analysis Paper Debrief (APD) is held after each AP but before the next AP is scheduled.

2.11 Term/Comprehensive Test

Term Test is a very important assessment activity.

At the end of each term, a Comprehensive Term Test is taken which tests participants' knowledge and comprehension acquired from the LDs, PDs, and Workshops. Participants need to effectively review the material of LDs/PDs/Ws of each term. The Materials/Presentations provided by the Guest Speakers is shared with the participants by email on regular basis by designated Class Assistant (SMC).

2.12 Peer Rating (PrR)

In each term, an individual exercise is held in the form of Peer Rating. The aim of this exercise is to develop a sense in the participants about rating their colleagues 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. Peer Rating is an important activity which needs to be carried out as objectively as possible, by the participants. Peer Rating Briefing is imparted by DS (T&C) / DDP, SMC Wing, as a practice before the peer rating exercise.

2.13 Computer Literacy (CL)

- a) **At the time of joining the course, all participants are expected to have basic computer literacy and skill. To assess the level of knowledge and basic skills, an IT Test (Diagnostic/Assessment Test) will be taken at the start of the Course.** However, to refresh their knowledge and enhance their computer skills for effective working, IT sessions will be arranged by the SMC Wing with the active support and assistance of the IT Wing for the participant so that they may enhance their level of computer literacy and skills.
- 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 Presentation, Report, Synopsis, and IRP, and to surf the net for conducting research.

- d) During presentations by the participants, they are required to handle and operate computer on their own. Colleagues may assist one another while making presentations but they will not be assisted at the time of presentation.
- e) For technical support during practice sessions, IT staff will be available for help and guidance 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 Lab timings (subject to periodic change) are as under:

*Monday to Saturday	9:00 a.m. to 0500 p.m. (first shift)
	5 : 0 0 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 of 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 (subject to periodic change) 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 a role of the Weekly Course Coordinator, at least once during the course. He/she will be responsible for communicating all the directives/instructions issued from time to time by the Faculty Advisor and Chief Instructor to all the participants for compliance. Administrative problems/requirements of the participants may also be conveyed through the Course Coordinator to the DS (T&C).

The Weekly Course Coordinators, will jointly prepare and deliver a course review presentation for the week, in the SMC Class, in front of faculty, CI and the DG. The duration of presentation will be 15-20 minutes. The Course Coordinators are expected to email the presentation, one working day in advance of the scheduled presentation, to the designated Class Assistant (SMC) with cc to the concerned Faculty Advisor and the CI (all three together).

2.17 Input from Participants during Weekly Faculty Meeting

Fortnightly faculty meeting, chaired by the Director General, NIM, is a regular feature. During such meetings, the conduct of the course events in last two weeks is thoroughly discussed. Participants' input obtained through the Course Review Presentations is also discussed in such meetings.

2.18 Attendance & Punctuality

It is a critical part of overall assessment framework.

Morning session starts with recitation of Holy Quran (Tilawat) at 0855 hrs. Any participant joining the session after start of recitation will be considered as late. It will be appreciated if all participants ensure that they are seated five minutes before Tilawat and all other training activities/events.

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. Only in case of serious illness and emergency, prior

2.19 Discipline Policy

Maintaining proper discipline is important to run any training activity/programme successfully. NIM accords high value to discipline. Participants are required to be punctual, courteous, respect all institutional instructions, display sense of responsibility, remain competitive and collaborative throughout all the training activities. All Participants of Senior Management Course (SMC) are expected to adhere to the disciplinary requirements of the Institute. The administrative and academic instructions need to be followed by all Participants. Penalties for violation of academic and administrative instructions (including class decorum, cell phone use, dress code, laptop use, timelines, attendance, etc.) will be as under:

- a) On first violation, an **ADVICE** will be issued.
- b) On second similar violation, a **CAUTION** will be issued, which will be placed in the dossier of the participant, and 0.5% mark will also be deducted from the overall earned percentage.
- c) On third violation, a **WARNING** will be issued and additional 01% mark will be deducted from the overall earned percentage.
- d) **Copies of all Advice, Caution and Warning notices will be provided to the respective Syndicate DS.** On every/major violation, the respective Syndicate DS will hold a counseling session with the concerned Participant. The DS will record their response / reply along with their own impressions / observations.
- e) On fourth violation, the case may be referred to the Rector NSPP for disciplinary action, which may include surrender from the course.
- f) According to the policy of NSPP, a participant surrendered twice from any of the courses conducted by NSPP shall not be allowed to register for that course for a third time.

2.20 Policy on Late Submission of Assignments

Participants are required to adhere to the notified timelines for submission of all assignments during the course. Following penalties will be levied on late submission of assignment by a participant:

- i. **Late submission for the first time on the part of a participant of any assignment**, will be penalized by deduction of 0.1 percentage marks from the overall percentage earned in the course by him/ her;
- ii. **On the second late submission**, an additional 0.3 percentage marks will be deducted from the overall percentage earned in the course.
- iii. **And on the third and each of the subsequent late submissions**, another additional 0.5 percentage marks will be deducted from the overall percentage earned in the course, in every case.
- iv. **In group assignments**, only the Group Leader responsible for submission of assignment will be penalized.

2.21 Submission of Assignments & Communications

1. All participants will be allotted their accounts on E-Portal. As soon as they received their accounts details, they are expected to change their password to keep the privacy of their account. The participants will use their E-Portal accounts during the course for submission of their assignments. All kinds of

communication and correspondence will be done through the E-Portal. **However, participants are required to submit the same by email to all concerned as per requirements of the activity, in order to avoid late submission due to E-Portal capacity constraints.**

2. All kinds of documents, reading material, weekly programs, assignments, etc. will also be communicated through email, and other dedicated media.
3. Before any major activity is initiated, participants are adequately briefed about the activity so that they know well what is required of them in terms of inputs, process and outputs of the exercise.
4. Each participant will be allotted a Pigeon Box (PBs) at Campus which may also be used for communication. All participants are expected to check their PBs regularly.
5. Templates for various assignments are provided by DS(T&C). Should you need any information or template, please feel free to contact Training & Coordination Office (TCO), Senior Management Wing (SMW).

2.22 Personal Attributes

The personal attributes of the Participants will be observed and assessed by the Faculty, benchmarking the following: -

- Personal Conduct.
- Attendance/punctuality.
- Quality of question(s) asked during the sessions.
- Intellectual input during discussions: Tutorial Discussion (TD), Workshops (W), Simulation Exercises (SEs) & Case Study Research (CSR), IST & LVs.
- Participation in co-curricular and voluntary activities.

2.23 Policy of Non-Attribution

All activities held at NIM Lahore are under the umbrella of non-attribution. Participants are free to use the information received, however, they can neither disclose the identity nor the affiliation of the visiting speaker(s), nor that of any other Participant or faculty member. Non-adherence to this policy may entail disciplinary action. Participants will be required to sign an undertaking in this respect, and disciplinary action will be taken if the policy is violated.

2.24 Leave Policy

The procedure for applying for short, casual, and weekend leave will be as under:

- a) On weekends, if a training activity has been planned, the Participant will have to submit his / her request to the Chief Instructor through DS (T&C).
- b) On working days, on extreme compassionate grounds / health reasons, the participants will have to apply for casual leave or short leave to the Chief Instructor through DS (T&C). It may please be noted that the short leave is sanctioned by the CI, whereas casual leave is sanctioned by the Director General.
- c) **Three short leaves will be considered as one casual leave (one short leave for 2 hrs./one session).**

- d) **Request for leave or short leave through SMS or on telephone will not be entertained, except in the case of an emergency.** Leave (short/full day) must be applied formally on the prescribed pro forma, available at the Reception. Station leave must also be requested, in case needed, on the Casual Leave pro forma.
- e) Leave on personal medical grounds can be availed subject to the recommendation of a Medical Officer.
- f) Participants desirous to leave Karachi for the weekend should sign the weekend / Leave Register placed in the hostel.
- g) Leave status of participants will be counted against **07-days** leave. According to NIM Lahore Leave 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. Genuineness of the reason cannot compensate for the loss of learning. Therefore, no exceptions are allowed.”

2.25 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

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 roombearers 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 made adequate arrangements for provision of regular breakfast with morning tea, Class Break Tea with Biscuits (before lunch), lunch with tea, evening 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 & Hostel Committee

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

A Mess Committee will be constituted from amongst the participants comprising of:

- Chairperson
- Secretary
- Member (3-5)
- Mess & Hostel Incharge will be ex-Officio member
- A Committee will be notified for each term

Note: A committee will continue to work till a new committee is notified.

DDP (SMC) will be the coordination link for the Committee.

Tasks of the Hotel & 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 hold weekly/fortnightly meetings to ascertain the views of participants about standard of meals, boarding, service arrangements, etc.
- To convey complaints/suggestions about hostel-related problems;
- To make recommendations for improvement of hostel and mess affairs.

Note: The events will be organized in consultation with the Covering Faculty Advisor, with the prior approval of the CI/Director General.

3.6 Cultural Committee:

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

A Cultural Committee will be constituted from amongst the participants. The committee will be composed of:

- Chairperson
- Secretary
- Member (3-5)
- A Committee will be notified for each term.

Task of the Committee:

- To organize cultural, social, and recreational events for the participants;
- To prepare the event program and make befitting arrangements;
- To suggest ideas for broadening the scope of activities;
- Any other related task.

Note: The committee will continue to work till a new committee is notified. The events will be organized in consultation with the Covering Faculty Advisor, with the prior approval of the CI/Director General.

3.7 Sports Committee

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

A Sports Committee is constituted from amongst the participants with following appointments:

- Chairperson
- Secretary
- Members (3-5)

- Sports Incharge (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 in consultation with the DS in-charge.
- To organize prize distribution ceremony at the end of the course.
- Any other related task.

Note: The committee will continue to work till a new committee is notified. The events will be organized in consultation with the Covering Faculty Advisor, with the prior approval of the CI/Director General.

3.8 Course Review Committee (CRC)

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

A Course Review Committee is constituted from amongst the participants with following appointments:

- Chairperson
- Secretary
- Members (3-5)
- The Committee will be notified for whole tenure.

Tasks of the CRC:

- To conduct a comprehensive survey about the utility of LDs/PDs/Ws (for all modules), and make specific recommendations for changing the existing scope and/or substitution of the same with an alternative event for the next course;
- To seek feedback from the participants about the Guest Speakers, and other key aspects of course implementation, and make recommendations for improvement of the same for the next course;
- To seek feedback from the participants about mess, hostel, logistics, and other administrative facilities and support, and make recommendations for improvement of the same for the next course;
- To prepare a CRC Report and deliver a detailed presentation (based on the Report), and submit the same to the covering faculty member at least 03 days before the presentation is scheduled;
- Any other related task as guided by the covering faculty member from time to time.

Note: The CRC will be expected to complete all tasks within time in consultation with the Covering faculty member. The CRC is required to make a 02-hour presentation including 01-hour review by the Faculty and the CI/DG. It takes place in the final week of the course. The key objective of this exercise is to seek constructive comments, ideas and workable proposals from the participants for improving the inclusiveness, effectiveness, and relevance of SMC course in future.

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. All Societies will work in consultation with the Chief Instructor(CI). However, other faculty members will provide Technical Assistance (TA)..

1. GREEN Society (NIM-GREENS):

A voluntary Green Society will be formed from amongst the willing participants with the following voluntary appointments:

- President
- Secretary
- Members (3-5)
- Tenure of Voluntary Society will be 1-3 terms.

Tasks of the Society:

- To invite experts for web/dinner talks and/or share their influential work/initiatives;
- To hold policy seminars/dialogues/discussions, and make policy recommendations;
- To suggest environment -friendly campus activities and solutions;
- To deliver voluntary talks/presentation on unsung local/national heroes and less known cultural/heritage sites;
- Any other related activity.

2. SDGs Society(NIM-SDGS):

A voluntary SDGs Society will be formed from amongst the willing participants with the following voluntary appointments:

- President
- Secretary
- Members (3-5)
- Tenure of Voluntary Society will be 1-3 terms.

Tasks of the Society:

- To assess provincial/national progress under the SDGs and identify related bottlenecks;
- To hold policy seminars/dialogues/discussions and make policy recommendations;
- To invite experts, policy makers, and practitioners for web/dinner talks;
- To deliver voluntary talks/presentation on unsung local/national heroes and less known cultural/heritage sites;
- Any other related activity.

3. MINDGLOW Society (NIM-MGS):

A voluntary Mind Glow Society will be formed from amongst the willing participants with the following voluntary appointments:

- Chairperson
- Secretary
- Members (3-5)
- Tenure of Voluntary Society will be 1-3 terms

Tasks of the Society:

- To exchange knowledge about influential books/best sellers and their authors (regional/national/international);
- To discuss public policy and interventions for enhancing reading habits

- and research in the country;
- To invite authors (local /international) authors for web/dinner talks;
- To deliver voluntary talks/presentation on unsung local/national heroes and less known cultural/heritage sites;
- Any other related activity.

4. ENDEAVOUR Society (NIM-ENDS):

A voluntary Endeavour Society will be formed from amongst the willing participants with the following voluntary appointments:

- Chairperson
- Secretary
- Members (3-5)
- Tenure of Voluntary Society will be 1-3 terms.

Tasks of the Society:

- To introduce **"NIM/Endeavour Talks"** on the pattern of TED Talks by inviting alumni, current/retired public servants, trainees/participants, and other public/private leaders (local/foreign), from any walk of life, who demonstrated leadership and professional excellence;
- To highlight and discuss impactful initiatives by public/private/non-govt. sector organizations;
- To discuss emerging positive and negative trends (local/international) impacting any aspect of life;
- To deliver voluntary talks/presentation on unsung local/national heroes and less known cultural/heritage sites;
- Any other related activity.

5. RAINBOW Society (NIM-RAINBOWS):

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

- Chairperson
- Secretary
- Members (3-5)
- Tenure of Voluntary Society will be 1-3 terms.

Tasks of the Society:

- To help participants learn the **art of public speaking** through peer /expert workshops/practice sessions;
- To share learning with participants in any other field (other than those assigned to any committee or society) through talks/workshops etc.
- To deliver voluntary talks/presentation on unsung local/national heroes and less known cultural/heritage sites;
- Any other related activity.

6. LITERARY Society (NIM-LITES):

A voluntary Literary Society will be formed from amongst the willing participants with the following voluntary appointments:

- President
- Secretary
- Editorial Board & Members (3-5)
- The Committee will work for the whole course tenure.

Tasks of the Society:

- To publish NIDA-E-NIM (SMC Activity Mag) on voluntary basis, documenting all colors of participants' course activities;
- To encourage participants to make creative, literary contribution for the NIDA-E-NIM;

- To hold writing workshops through peer/expert workshops and practice sessions;
- Any other related activity.

Note: The LiteS will be expected to complete all tasks within time in consultation with the Covering faculty member, with the cooperation of all the participants.

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 except in rare cases of emergency with the permission of the 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 STRICTLY NOT ALLOWED in Classroom, Auditorium, Syndicate Rooms, IT-Lab, Library.**
- e) Mobile phones must be turned off or on silent mode while 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:

- **Official (All indoor and outdoor activities)**
- **Gentlemen:**
 - Monday – Thursday
 - (including on Orientation & Graduation Days)
- Lounge Suit / National Dress (Black Sherwani with white Qameez)

Shalwar & Shoes with Socks)

Friday – Saturday: Dinner Talks at NIM

- Lounge suit / National Dress (Black Sherwani or a buttoned-up black waist-coat, White Qameez Shalwar & Shoe with Socks – Boots with laces or moccasins)
- **Ladies:** Appropriate formal dress
- **Dress Code beyond the training sessions / Mess**
 - **Gentlemen:** Dress Pants with Full Sleeves Shirt or White Shalwar Qameez with Black Waist Coat (Boots with laces or Moccasins)
 - **Ladies:** Appropriate Formal Dress
- **Dress Code for Sports:**
 - **Gentlemen:** Track Suit with Joggers / Tennis Shoes, Sports T-Shirts
 - **Ladies:** Appropriate Sports Wear

3.21 Photographs:

At the time of registration on Orientation/Registration day, individual photograph of each participant will be taken to be used for various official documents. For this purpose, official dress code (Monday-Thursday) mentioned at 2.20 will be applicable.

3.22 Visitors

Lectures, panel discussions, tutorial discussions, syndicate and group discussions, workshops and seminars are all restricted to the participants, the faculty and the visiting faculty. Visitors are normally not permitted to attend these sessions except with the prior permission of the CI/DG. The participants are not allowed to meet personal visitors during the class/study hours.

CHAPTER -4
FACULTY & ADMINISTRATIVE
STAFF

Dr. Lubna Ayub

Director General

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 (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**.

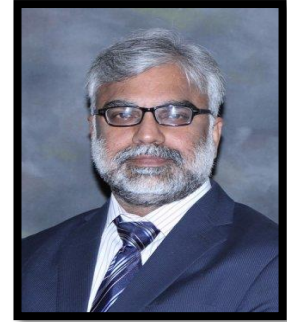
She was a member of the Group Study Exchange Programme of Rotary International to Tennessee, USA as an ambassador of Pakistan.

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 Wing

Mr. Abdul Khaliq Shaikh Chief Instructor - SMC

Mr. Abdul Khaliq Shaikh is presently working as Chief Instructor, National Institute of Management, Karachi, and is a BS-20 Officer of the Inland Revenue Service (IRS Group). He has served previously as Commissioner (IR), Karachi, and as Chief (IR), FBR (HQs), Islamabad. He has also served the Govt. of Sindh for five years, and has had an enriching experience of coordinating with missions of international development partners (WB, DFID, USAID, UNICEF).



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 a cohort of Chevening Scholars (2004-05), to be attached with, and briefly shadow the late Hon Rhodri Morgan, then First Minister of Wales, Welsh Government, UK. Earlier, he graduated in Civil Engineering (1993) from NED UET, Karachi.

He has attended various professional development 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 course (Islamabad, Pakistan), AKU-IED (Karachi), IBA (Karachi), LUMS (Lahore), DOT (Karachi), WB (Islamabad). He has also participated in various short trainings and webinars – both local and international- including one organized on PFM by EDI, NSPP, Lahore. In addition to NIM Karachi, he has delivered lectures at DOT (Karachi) and Training Institute of National Savings, Islamabad.

His core areas of interest are Public Policy, Public Finance & Revenue Administration, Education Policy and Management, Executive Capacity Development and others. He has previously authored a report on consolidation of reforms (IR), FBR. He is a lifelong learner and avid reader.

Ms. Shagufta Waris Directing Staff (T&C) – SMC

Ms. Shagufta Waris is presently working as 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.

Mr. Fouz Khalid Khan

Directing Staff – SMC

Mr. Fouz Khalid Khan is presently working as the Directing Staff (SMC & MCMC). He joined the civil service in 27th CTP (OMG) and later on in the Inland Revenue Service. He has obtained, degrees in Electrical Engineering (NED); Post Graduate Diploma in Public Administration & Masters in Administrative Science (University of Karachi) and MBA (IBA, Karachi). He was awarded the Global Masters Scholarship at the Korea Development Institute School of Public Policy & Management, Seoul for Masters in Public Policy (specializing in Public Finance) program (HEC equivalence of M.Phil. wherein he authored a thesis on taxation of informal economy in Pakistan. He has attended in service trainings at various national universities and federal government institutes. His international training exposure includes Tax Policy Seminar at OECD Korea Policy Centre, Seoul and VAT Taxation at Multilateral Tax Centre in China. He has also remained a visiting faculty of MBA at the Iqra University and at Directorate General of Training & Research (IR).



He has served in the Ministry of Industries & Production, Textile Commissioner's Organization, Export Processing Zones Authority, and various field formations of Inland Revenue including the Directorate of Intelligence & Investigation (IR). Before joining the National Institute of Management, he was posted as Additional Commissioner in the Large Taxpayers Office, Karachi.

His interests in research include Policy Design, Revenue Administration, Informal Economy, and HR Training & Development. He is an avid reader, enthusiast photographer, and coffee addict, and loves western classical music.

Mr. Asif Ali Khan

Deputy Director Program (DDP) – SMC

Mr. Asif Ali Khan is the Deputy Director (Program)-Senior Management Wing (SMW), at the National Institute of Management (NIM), Karachi. He holds a Diploma and Masters in Computer Science, and has attended numerous trainings especially in the field of Information Technology. Earlier, he worked as a Program Officer in the Office Management Wing, the erstwhile NIPA, Karachi. As a Deputy Director (Program), he provides active support for various events and activities. He also takes ICT sessions in both courses - SMC & MCMC.



MCMC Wing

Ms. Samina Intizar **Chief Instructor – MCMC**

Ms. 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.

Syed Wasi Ali Zaidi **Deputy Director Program – SMC**

Syed Wasi Ali Zaidi, Deputy Director (Program), National Institute of Management (NIM), Karachi. He holds the Masters (MBA) Degree from Preston University, Bachelors in Computer Science (BCS) from Indus University and Bachelors in Commerce from Karachi University. He attended various short courses in the field of Information Technology and Office Management. He has previously served in different sections – IT, T&C, and administration.



Administration Wing

Mr. Waqar Saleem Baig **Directing Staff (Admin)**

Mr. Waqar Saleem Baig is presently working as DS (Admin), and holds the additional charge of Additional Directing Staff(T&C), MCMC Wing, at the National Institute of management, Karachi. He has worked at NIM, Karachi, as ADS, MCMC, for more than 04 years. 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".

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.



Mr. Aurangzeb

Assistant Director (Admin)

Mr. Aurangzeb is currently working as Assistant Director (Admin) at National Institute of Management Karachi. He originally joined IT Section, NIM Karachi, in 2008. He holds M.Phil. degree in Political Science, Masters in Public Administration and Masters in Public Policy with distinction. He has attended various trainings and courses such as Art of Negotiation, University of California, Irvine, USA, Public Policy Challenges for 21st Century, University of Virginia, USA, Project Management, University of California, Irvine, USA, Communicating Strategically, From Purdue University, Indiana, USA, Community Engagement and Citizenship Education Program, British Council & Higher Education Commission, Pakistan, Technical Support Fundamentals, Google Inc., USA, Microsoft Certified System Engineer (MCSE), FAST University, Karachi, Introduction to Cyber Security, Cisco Networking Academy.



IT Section

Mr. Muhammad Aqil Kamil

Additional Directing Staff (IT/AVO)

Mr. Muhammad Aqil Kamil is currently working as ADS (IT/AVO), National Institute of Management (NIM), Karachi. He has more than 20 years' experience of IP Network Industry with multiple highest levels of certification from world's leading organizations. He has a tremendous hands-on working skill set in IT which includes Microsoft Family/Cisco Network Infrastructure/Wireless & Security with firm grip on Network Infrastructure & Security Technologies. He has regularly taken ICT sessions in both MCMC and SMC, held at NIM Karachi. He has attended various short & long courses in the field of Information Technology and Office Management.



Mr. Mohsin Siddiqui

Assistant Director (IT/AVO)

He has more than 39 years' experience in the field of Audiovisual/Computer, in National Institute of Management (NIM), Karachi. He supervises the support staff and ensure all networks are working properly. He holds Bachelors (1985) from University of Karachi. He reports to ADS(IT/AVO).



Mr. Mohan Lal

IT Officer

Mr. Mohan Lal is presently assisting DS(SMC). Mr. Mohan Lal joined IT Section, National Institute of Management (NIM), Karachi, in 2008. He has more than 14 years' experience in IT including in SMC (Training & Coordination). He has also previously assisted the Chief Instructor (SMC Wing). He holds Bachelors in Computer System Engineering from Quaid-e-Awam University of Engineering, Science & Technology (QUEST), Shaheed Benazirabad. He is currently pursuing PhD in Computer System Engineering from Dawood University of Engineering & Technology, Karachi.



Mr. Sohail Anjum

Cataloguer

He is a Cataloguer (BS-16), at the National Institute of Management, Karachi. He joined the erstwhile NIPA as Special Library Assistant. He has more than 24 years' experience in the field of Computer & Network. He holds Bachelors. He maintains IT network including hardware, software and network services. He also looks after the NIM website. He reports to Assistant Director (IT/AVO).

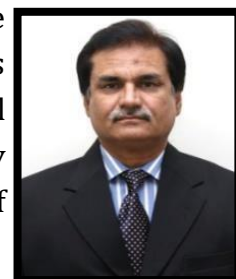


Medical Clinic

Dr. Khan Pervez Hadi

Medical Officer

Dr. Khan Pervez Hadi is an experienced Medical Officer (MO) at the Medical 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.

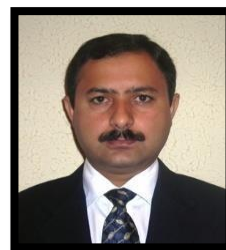


Library

Mr. Shafqat Hussain Shah

Assistant Librarian

Mr. Shafqat Hussain Shah is working as Assistant Librarian / Computer Instructor at the National Institute of Management, Karachi. He joined National Institute of Management (NIM/ex NIPA), Karachi, in 2001, as a Research Associate (IT). He holds Masters in Computer Science, Masters in Economics, and is pursuing PhD in Computer System. He has vast experience in IT teaching and application design. He also worked in RETA Project, funded by Asian Development Bank (ADB).



Mr. Nadeem Nizami Public Relations Officer (PRO) 0333-2103105	Ms. Naeema Hashmi Mess Incharge 0334-3456926	Mr. Sajid Khan Jadoon Sports Officer / Incharge 0300-2380608
		

CHAPTER-5

Contact Numbers

Contact Numbers

Director General, NIM, Karachi
Dr. Lubna Ayub Director General Direct: 021-99244070 PABX: 021-99244061-5 Ext. 109 Email: dg@nim-khi.edu.pk
Senior Management Wing
Mr. Abdul Khalique Shaikh Chief Instructor – SMC Direct: 021-99244048 PABX: 021-99244061-5 Ext-161 Mobile: 0336-2543647 Email: aks.chevening@gmail.com
Mr. Fouz Khalid Khan Directing Staff – SMC Direct: 021-99244078 PABX: 021-99244061-5 Ext-145 Mobile: 0333-3543277 Email: fouz.khalid@nim-khi.edu.pk
Ms. Shagufta Waris Directing Staff (T&C) – SMC Direct: 021-99244513, PABX: 021-99244061-5 Ext 173 Mobile: 0303-9136398 Email: shaguftawaris1@gmail.com

Program Support Team(SMC)	
Mr. Asif Ali Khan Deputy Director (Program) – SMC Direct: 021-99244053, Mobile: 0345-8847501 Fax: 99244053 PABX: 99244061-5 Ext-156 Email: asif.computers@gmail.com	
Personal Assistants (SMC Wing)	
Mr. Raja Kamran PA to CI – SMC Mobile: 0313-3292365 Email: rajaabbasi539@gmail.com	
Engr. Mohan Lal IT Officer & PA to DS (SMC) Mobile: 0334-3086939 Email: engr.mohanlal@gmail.com	
Mr. Armughan Afzal PA to DS (T&C) – SMC Mobile: 0345-3448635 Email: armughanafzall414@gmail.com	
Mr. Abdul Aziz Coordination Section (SMC) Mobile: 0321-2658115 Email: aziz8nimkarachi@gmail.com	
Mr. Muhammad Khurram PA to DDP (SMC) Mobile: 0345-2210144 Email: khurramgmw@gmail.com	
Ghayas Ahmed Khan SMC UDC / Class Attendant Mobile: 0322-3210129 Email: ghayas.ahmed@nim-khi.edu.pk	

Mid-Career Management Wing
Ms. Samina Intizar Chief Instructor – MCMC Direct: 021-99244045 PABX: 021-99244061-5 Ext-139 Mobile: 0322-8289721 Email: samina@nim-khi.edu.pk
Mr. Fouz Khalid Khan Directing Staff – MCMC Direct: 021-99244078 PABX: 021-99244061-5 Ext-145 Mobile: 0333-3543277 Email: fouz.khalid@nim-khi.edu.pk
Mr. Waqar Saleem Baig DS (T & C) – MCMC Direct: 021-99244514 PABX: 021-99244061-5 Ext 162 Mobile: 0333-2454543 Email: waqar@nim-khi.edu.pk
Program Support Team (MCMC)
Syed Wasi Ali Zaidi Deputy Director (Program) – MCMC Direct: 021-99244514 PABX: 021-99244061-5 Ext-162 Mobile: 0312-2112723 Email: wasi@nim-khi.edu.pk

Administration Wing	
Mr. Waqar Saleem Baig DS (T & C) – MCMC Direct: 021-99244514 PABX: 021-99244061-5 Ext 162 Mobile: 0333-2454543 Email: waqar@nim-khi.edu.pk	
Mr. Waheed Akhtar Deputy Director (Admin) Direct: 021-99244502, PABX: 021-99244061-5 Ext-149 Mobile: 0322-2544031 E-mail: waheed.akhtar@nim-khi.edu.pk	
Mr. Aurangzeb Assistant Director (A&F) Direct: 021-99244055 Fax: 021-99244053 PABX: 021-99244061-5 Ext-151 Mobile: 0345-2771122 Email: aurangzeb.1@hotmail.com	
Mr. Nadeem Nizami Public Relations Officer Direct: 021-99244000, PABX: 021-99244061-5 Ext 11 Mobile: 0333-2103105 Email: nadeemnizami@gmail.com	
Mrs. Naeema Hashmi Mess Incharge PABX: 021-99244061-5 Ext 172 Mobile: 0333-3456926	
Mr. Sajid Jadoon Sports Incharge PABX: 021-99244061-5 Ext 172 Mobile: 0300-2380608	
Information Technology (IT) Section	
Mr. Mohammad Aqil Kamil ADS IT/AVO Mobile: 0300-2553235 Email: muhammadaqil@nim-khi.edu.pk	

Mr. Muhammad Mohsin Siddiqui

AD IT/AVO

Mobile: 0336-8955443

Email: mohsin@nim-khi.edu.pk

Engr. Mohan Lal

IT Officer & PA to DS (SMC)

Mobile: 0334-3086939

Email: engr.mohanlal@gmail.com

Mr. Sohail Anjum

Cataloguer

Mobile: 0321-2592300

Email: sohail.anjum@nim-khi.edu.pk

NIM Medical Clinic

Dr. Khan Pervez Hadi

Medical Officer

Mobile: 0333-2294724

E-mail: drpervezhadi@gmail.com

NIM Library

Mr. Shafqat Hussain Shah

Assistant Librarian

Direct: 021-99244509

Fax: 021-99244053 PABX: 021-99244061-5 Ext 249

Mobile: 0300-2388535

Email: shafqat.shah@nim-khi.edu.pk

CHAPTER 6

ASSIGNMENT TEMPLATES

The participants of the course are required to follow the relevant prescribed format for both the presentation and the write-up as provided in this Chapter.

6.1 Template for Synopsis



NATIONAL INSTITUTE OF MANAGEMENT, KARACHI

32nd Senior Management Course

(Monday, 7th November, 2022-24th February, 2023)

SYNOPSIS

Topic	:	-----
Ref #	:	-----
Guest Speaker	:	-----
Sponsor DS	:	-----
Prepared by	:	-----
Date	:	-----

6.2 Template for Current Issue Presentation (CrIP) & Write up



National Institute of Management, Karachi
32nd SENIOR MANAGEMENT COURSE
(Monday, November 7, 2022- Friday, 24th February, 2023)

Current Issue Presentation (CrIP)

“TOPIC”

Presenter:

Service Group:

Date of Presentation:

Faculty Advisor:

1

SEQUENCE OF PRESENTATION

1. Acknowledgement
2. Currency of Topic
3. Introduction with background
4. Problem Statement (with research question)
5. Significance & Scope
6. Methods
7. Data/Facts
8. Critical Analysis
9. Conclusion
10. Recommendation / KPIs
11. Bibliography/References
12. Q&A

2



NATIONAL INSTITUTE OF MANAGEMENT,
KARACHI

32nd Senior Management Course

(Monday, 7th November, 2022-24th February, 2023)

Current Issue Presentation

“TOPIC”

Submitted by: _____

Date of CrIP Presentation: _____

Date of Submission of Write-up: _____

Faculty Advisor: _____

Instructions for formatting of CrIP Write-up to be submitted by each Participant/Presenter :

The paper will be written using APA Referencing Style. It will follow the IRP guidelines for format and structure. It must contain the following:

Instructions for CrIP Write-up:

The Write-up will be written using APA Referencing Style. It will follow the IRP format and structure. It must contain the following:

Title Page (as provided here-above)

Glossary of Terms

Acknowledgement

Abstract/Executive Summary

Introduction

Problem Statement (including research questions)

Significance and Scope

Methods

Section 1.1 Overview of the Issue (i.e. Research Problem with facts/data)

Section 1.2 Examination of the Issue (Critical Analysis)

Section 1.3 Findings (i.e. Examination of Findings & Implications)

Conclusion (including Recommendations)

References

6.3 Templates for Simulation Exercise (SE) Presentation, Write-up, and Daily Activity Report (DAR)



National Institute of Management, Karachi
32nd SENIOR MANAGEMENT COURSE
(Monday, November 7, 2022- Friday, 24th February, 2023)

Simulation Exercise (SE) - I/II

“TOPIC”

S.NO.	Name	Service Group	Role
1			Group Leader
2			Group Deputy Leader/Secretary
3			Sub-Group Leader
4			Member
5			Member

Date of Presentation:

Faculty Advisor:

1

SEQUENCE OF PRESENTATION

1. Acknowledgement
2. TORs of the SYND./RG
3. Roles assigned to Group/Subgroup Members
4. Introduction (inclusive of background)
5. Significance & Scope
6. Methods
7. Examination of each TOR/Question (with facts/data)
8. Critical Analysis of each TOR/Question (Examination, Discussion & Findings)
9. Conclusion
10. Recommendation with KPIs (Action Plan)
11. Bibliography/References
12. Q&A

2

**NATIONAL INSTITUTE OF MANAGEMENT
KARACHI**



32nd Senior Management Course

(Monday, 7th November, 2022-24th February, 2023)

Simulation Exercise – I

“SYND./RG Topic”

SYND./RG Composition

Sr. No.	Name	Group/Service	Role/Assignment

Submitted by: _____

Date of SE Presentation (if applicable): _____

**Date of Submission of Write-up/
Daily Activity Report:** _____

Faculty Advisor: _____

Instructions for formatting of SE Write-up to be submitted by Leader of each SYND./RG:

The Write-up will be written using APA Referencing Style. It will follow the IRP guidelines for format and structure. It must contain the following:

Title Page (as provided here-above)

Glossary of Terms

Acknowledgement

Abstract/Executive Summary

Introduction

Scope of Assignment

Significance

Methods (Research Approach)

Section 1 Overview (i.e. Research Problem with facts/data), Examination, Discussion & Findings (i.e. Analysis, Discussion, & Findings and Implications)

Section 2 Overview (i.e. Research Problem with facts/data), Examination, Discussion & Findings (i.e. Analysis, Discussion, & Findings and Implications)

Section 2 Overview (i.e. Research Problem with facts/data), Examination, Discussion & Findings (i.e. Analysis, Discussion, & Findings and Implications)

Conclusion (including Recommendations with KPs/Action Plan)

References

Instructions for formatting of SE Daily Activity Report to be emailed by Secretary/Deputy Leader of each SYND./RG to Sponsor DS with Cc to CI:

Daily Progress Report will include the following:

1. Progress on Sub-Group Assignments:

S.No. Sub Group Members & Leader Assignment Progress Summary

2. Field/Data Collection Visits conducted and meetings/discussions held :

S.No. Organization, Expert, Designation, Contacts Date & Time

Theme Summary of Learning

3. Intra-Group Discussions held with SYND./RG:

S.No. SYND/RG Date & Time Summary of Learning

4. Interactive Discussion with Experts (voluntary via zoom/in person) invited:

S.No. Expert Date & Time Theme Summary of Learning



National Institute of Management, Karachi
32nd SENIOR MANAGEMENT COURSE
(Monday, November 7, 2022- Friday, 24th February, 2023)
Case Study Research (CSR) - I/II/III

“TOPIC”

Syndicate-A/B/C

Date of Presentation:
Faculty Advisor/Sponsor DS:

1

SEQUENCE OF PRESENTATION

1. Acknowledgement
2. TORs of the SYND./RG
3. Syndicate/Group Composition & Roles assigned
4. Introduction (inclusive of background)
5. Significance & Scope
6. Methods
7. Examination of each TOR/Question (with facts/data)
8. Critical Analysis of each TOR/Question (Examination, Discussion & Findings)
9. Conclusion
10. Recommendation with KPIs (Action Plan)
11. Bibliography/References
12. Q&A

2

NATIONAL INSTITUTE OF MANAGEMENT, KARACHI



32nd Senior Management Course

(Monday, 7th November, 2022-24th February, 2023)

Case Study Research – I/II/III

“Topic”

(Ref.#)

Syndicate No. & Composition

Sr. No.	Name	Group/Service	Role/Assignment

Submitted by: _____

Date of SE Presentation: _____

Date of Submission of Write-up: _____

Faculty Advisor: _____

Instructions for formatting of CSR Write-up to be submitted by Leader of each CSR SYND:

The write-up will be written using APA Referencing Style. It will follow the IRP guidelines for format and structure. It must contain the following:

Title Page (as provided here-above)

Glossary of Terms

Acknowledgement

Abstract/Executive Summary

Introduction

Scope of Assignment

Significance

Methods (Research Approach)

Section 1 Overview (i.e. Research Problem with facts/data), Examination, Discussion & Findings (i.e. Analysis, Discussion, & Findings and Implications)

Section 2 Overview (i.e. Research Problem with facts/data), Examination, Discussion & Findings (i.e. Analysis, Discussion, & Findings and Implications)

Section 2 Overview (i.e. Research Problem with facts/data), Examination, Discussion & Findings (i.e. Analysis, Discussion, & Findings and Implications)

Conclusion (including Recommendations with KPs/Action Plan)

References

6.5 Template for Local Visit & Inland Study Tour Presentation



National Institute of Management, Karachi
32nd SENIOR MANAGEMENT COURSE
(Monday, November 7, 2022- Friday, 24th February, 2023)

Local Study Visit (LSV) - I/II/III

“ORGANISATION VISITED”

Syndicate-A/B/C

Date of Presentation:

Faculty Advisor/Sponsor DS:

1

SEQUENCE OF PRESENTATION

1. Acknowledgement
2. SYND./Group & Roles assigned
3. Introduction (inclusive of background)
4. History and Objectives of the Organization
5. Mandate, Performance & Achievements (& Comparison with similar Organ.)
6. SWOT Analysis, Discussion, and Findings/Implications
7. Conclusion
8. Way Forward/Recommendations
9. Bibliography/References
10. Q&A

2



National Institute of Management, Karachi
32nd SENIOR MANAGEMENT COURSE
(Monday, November 7, 2022- Friday, 24th February, 2023)

Inland Study Tour (IST)

“ORGANISATION VISITED”

Syndicate/Group-

Date of Visit:

Date of Presentation:

Faculty Advisor/Sponsor DS:

1

SEQUENCE OF PRESENTATION

1. Acknowledgement
2. Group & Roles assigned
3. Introduction (inclusive of background)
4. Objectives of the Organization
5. Mandate, Performance & Achievements (/& Comparison with similar Organ.)
6. SWOT Analysis, Discussion, and Findings/Implications
7. Conclusion
8. Way Forward/Recommendations
9. Bibliography/References
10. Q&A

2

6.6 Template for Individual Research Paper Presentation (IRPP) and Individual Research Paper (IRP)



National Institute of Management, Karachi
32nd SENIOR MANAGEMENT COURSE
(Monday, November 7, 2022- Friday, 24th February, 2023)
Individual Research Paper Presentation (IRPP)

“IRP Topic”

Researcher & Presenter:

Name & Service Group

Date of Presentation:

Date of IRP Submission:

Faculty Advisor/Sponsor DS:

1

SEQUENCE OF PRESENTATION

1. Acknowledgement
2. Introduction Problem Statement (with research questions)
3. Significance & Scope
4. Methods
5. Outline of the IRP
6. Overview of the Research Problem
7. Examination of the Research Problem
8. Discussion, Findings, & Policy Implications (i.e. Critical Analysis)
9. Conclusion
10. Recommendation
11. Scope for further research in this area
12. References
13. Q&A

2



INDIVIDUAL RESEARCH PAPER

“TITLE OF THE PAPER”

32nd Senior Management Course

**NATIONAL INSTITUTE OF MANAGEMENT
KARACHI**

By

Participant's Name (Service Group)

A paper submitted to the Faculty of the National Institute of Management; Senior Management Wing Karachi, in partial fulfillment of the requirements of the 32nd Senior Management Course.

The paper is the end product of my own efforts, research and writing and has not, in whole or in part, been submitted elsewhere for assessment and its contents are not plagiarized. The paper reflects my own views and is not necessarily endorsed by the faculty or the National Institute of Management, Karachi.

Signature : _____

Date:

**Paper supervised by:
Name of Faculty Advisor**

Instructions for formatting of IRP:

The IRP will be written by using all the guidelines included in the IRP Research Manual. However, APA Referencing Style will be adopted for citation of sources. The Research Manual recommends the following structure of the IRP:

Title Page (as provided in the IRP Manual)

Preface

Dedication

Executive Summary/Abstract

Glossary of Terms

Contents

Introduction

Statement of Problem (including Research Question/Hypothesis)

Significance & Scope of the Study

Review of the Literature

Research Method

Organization of the Paper

Section 1 Overview of the Research Issue/Problem - (suggested theme)

Section 2 Analysis (i.e. Qualitative /Quantitative Analysis)-(suggested)

Section 3 Discussion, Findings, and Implications-(suggested)

Conclusion (including Recommendations)

Appendices

References

6.7 Template for Voluntary Talks/Presentations (Unsung Heroes/Less Known Places) and NIM-Endeavour Talks



National Institute of Management, Karachi
32nd SENIOR MANAGEMENT COURSE
(Monday, November 7, 2022- Friday, 24th February, 2023)

Voluntary Talk (VT)

“VT Topic”

Researcher & Presenter:

Name & Service Group

Date of Presentation:

Society:

Faculty Advisor/Sponsor DS:

Chief Instructor:

1

SEQUENCE OF PRESENTATION

1. Acknowledgement
2. Society Platform used:
3. Introduction of the Person/Place with Photos/Video
4. Background Story/History (i.e. interview/visit and research)
5. Impact Coverage
6. Influence /Policy Implications
7. Conclusion/Wrap up (with Personal Reflections)
8. Suggestions/Personal or Community Plan of Action
9. Thanks
10. Q&A

2



National Institute of Management, Karachi
32nd SENIOR MANAGEMENT COURSE
(Monday, November 7, 2022- Friday, 24th February, 2023)
NIM Endeavour Talk (NET)

“NET Topic”

Researcher & Presenter:

Name & Service Group

Date of Presentation:

Society:

Faculty Advisor/Sponsor DS:

Chief Instructor:

1

SEQUENCE OF PRESENTATION

(Suggested only)

1. Acknowledgement
2. Society Platform used:
3. Introduction
4. Significance of the Talk
5. Major Talking Points by the Speaker
6. Highlights of Struggle/Challenges & their resolution
7. Impact/Influence & Policy Implications
8. Conclusion/Wrap up
9. Lessons Learnt/Recommendations
10. Q&A