

National Institute of Management



Karachi

(A Constituent Unit of NSPP)

(Senior Management Wing)

ACADEMIC GUIDELINES

AND

INSTRUCTIONS

26th Senior Management Course

(Monday 02nd September to Friday 20th December, 2019)

Issued by
Training & Coordination Wing

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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

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

1.3 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 1861). Together with its sister institutions at Dacca and Lahore, it was initially set up for mandatory training of senior civil servants belonging to various occupational groups and autonomous bodies in the federal and provincial governments (at the senior level that later came to be known as BPS 19) who were in the eligibility zone for promotion. Over a period of time, other campuses of NIPA were established at Lahore, Peshawar and Quetta. Erstwhile NIPA Karachi conducted 82 Advanced Courses in Public Sector Management (ACPSM) till 2006.

The contents of ACPSM have been revised and the Course was re-named as Senior Management Course (SMC). Up till 8th SMC, the course was run only at Senior Management Wing (SMW) of National Management College (NMC) Lahore. However, to facilitate the officers from Sindh & Baluchistan, the government has decided to also run this course at NIM Karachi. In this regard from 9th to 25th SMCs were simultaneously conducted both at SMWs of NMC Lahore and NIM Karachi. 26th SMC is scheduled from Monday 02nd September, 2019 at SMW 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”

CHAPTER - 2
ACADEMIC ASPECTS

CHAPTER-2: ACADEMIC ASPECTS

(To be read in conjunction with syllabus book)

2.1 Training Modules and Conduct

- a) The curriculum of the Course is comprised on seven study modules spread over 3 terms as under:

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

- b) Each module is sponsored by a faculty member, who is responsible for organizing and conducting it in accordance with the curriculum under the overall guidance of NSPP.
- c) Sessions are generally held centrally in the SMC Class Room of NIM Karachi. Scholars and eminent speakers, who are experts in their specific fields, are invited to deliver talks on given topics, which are followed by Q & A sessions where participants have the opportunity to clarify and raise issues of relevance to public policy formulation and implementation.
- d) Aim and Scope, and Study Topics for each Study Module are reflected in the Syllabus Book, which will be issued separately.
- e) **All activities/assignments given below are the part of the assessment process which will be done by the DSs.**

2.2 Simulation Exercises

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

2.3 Case Studies

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

Participants of each syndicate will present their findings in the MCR and will suggest workable strategies at policy formulation / implementation levels.

2.4 Classroom Modalities

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

Class Activities Monday through Thursday: Daily schedule which will be followed during the course other than Ramazan is given as under. Any change in the timings will be reflected in the weekly schedule.

- 0900-1100 hrs - Class activities Session -I
- 1100-1130 hrs - Tea Break
- 1130-1330 hrs - Class activities Session- II
- 1330-1430 hrs. - Lunch and Prayer Break (Monday - Thursday)
- 1430-1700 hrs - Research/Computer Literacy Program
- 1700-1800 hrs -Sports

Class Activities Friday

- 0900-1100 hrs - Class activities Session -I
- 1100-1130 hrs - Tea Break
- 1130-1330 hrs - Class activities Session- II
- 1330-1500 hrs - Jumma Prayers
- 1500-1700 hrs - Research/Computer Literacy Program

- i. Classes will commence daily with recitation of *Holy Quran (Tilawat)*. **Participants are required to be seated five minutes before the start of every session.**
- ii. Sponsoring DS will introduce respective guest speakers. Participants are expected to rise on arrival of guest speaker(s)/panelists as a mark of respect.
- iii. After the Lecture Discussion (LD) or Panel Discussions (PD) the length of Question and Answer (Q & A) sessions will be approximately 40-50% of the duration of the session/sessions.
- iv. The Research Period(s)/day(s) will be utilized for Research work on CIP, Synopsis writing & IRP etc. and may also be used for discussions on IRPs, Case Studies Research, interviews of the participants etc.

2.5 Study Tours

- a) The Inland Study Tour (IST) is organized as part of the course curriculum. IST is of one-week duration and includes visits to various ministries, departments and offices at Khyber Pakhtunkhwa, Baluchistan, Punjab, Federal Capital and AJK. High marks of these visits are calls on the Governors and Chief Ministers of the Provinces. Detailed instructions for IST will be issued separately during the course.

- b) In addition to above, visits to various local organizations for Field Research (LV-FR) will also be conducted. Detailed instructions for each visit will be issued separately.
- c) Aim and Objectives of IST and LV-FR are given in the Syllabus separately.

2.6 Presentations

a) Current Issues Presentations (CIPs)

Each participant will make presentation on a current issue relating to politics, economics, social issues, religion, or ethics, etc. The presentations shall commence from the sixth week of the course. Each presentation will be for 30 minutes, of which 10 minutes will be reserved for Q & A Session. Those participants, who are nominated for Service Group Presentations, will not make presentations on Current Issues. CIPs will be allocated through balloting.

a) Service Group Presentations (SGPs)

One-hour presentation on selected occupational group represented in the Course will be prepared and made by the senior most officer of that group. The SGP will be for 40 minutes followed by a 20 minutes Session. The Q & A sessions may be handled by each presenting officer alone or he may ask all or some of his Departmental colleagues to join him for the Q & A session. Aim and Scope, and the Proposed Format for SGP is attached as Annex-A, as an advance information.

c) Course Review Committee Presentation (CRCP)

A Course Review Committee is constituted comprising one chairman and 5 to 6 members. The Committee prepares a report about the course curriculum and extracurricular activities by taking views of all the participants of the course. The aim is to seek comments and recommendations on the course by the participants with a view to further improve it. This report is then presented in the main classroom in a 2 hrs. session: (01 hr. PowerPoint presentation and 01 hr. review by the faculty, CI & DG). It takes place at the end of the course.

2.7 Individual Research Paper (IRP)

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

to assign any other topics to the participants. Selected topics along with the name of the Faculty Advisors will be conveyed to the participants.

- b) IRPs may subsequently be presented before the entire faculty and participants of the SMC in one-hour sessions, which will be scheduled and notified in the weekly program.
- c) The participants can seek detailed guidance from their faculty advisors about any aspect of the IRP.

2.8 Syndicate System / Tutorial Discussion (TD)

- a) Syndicate in the academic sense refers to a small group of participants who get together under guidance of DS, who is Faculty Member, to hold discussions on significant issues relating to the curriculum. Aim of the Syndicate System is to enable the Faculty to develop a close interaction with a small group of participants in a TD at regular intervals. While this interaction provides sufficient opportunity to the participants for expressing their views more freely, the primary focus is on generating discussion on important issues within the spectrum of course curriculum. In addition, a few short exercises may also form part of the Syndicate activities.
- b) Syndicates are constituted in all of the three terms with a mix of participants representing various departments/occupational groups. Each Synd will have a *covering DS*. Each Synd will also have a *Synd Coordinator* from amongst the members of their Synd, who will be nominated by the respective covering DS. All TDs will be held in designated Synd Rooms, which will be notified separately at the beginning of each term.

2.9 Synopsis Writing

Each participant will be tasked in turn to WRITE synopsis of at least one lecture during the course. The synopsis shall normally consist of *around 1500 words*. **The write-up should focus on the central theme and recommended policy options spelt out by the guest speaker(s)**. The concerned participant will develop *three hard copies of synopsis and hand over to DS (T&C) the next day* (i.e. in 24 hours). *One soft copy will be provided to the DS (IT)*.

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

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

2.11 Peer Rating (PrR)

In each term, an individual exercise is held in the form of Peer Rating. The aim is to develop a sense in the participants about rating their colleague participants on the basis of three different shades of personality i.e. *“As a Friend”, “As a Leader”*

and “As a professional”. For conduct of PrR exercises, refer to Syllabus Book, which is issued separately.

2.12 Computer Literacy (CL)

- a) *At the time of joining the course, each participant is expected to have reasonable proficiency in computer handling/literacy. However, to refresh their knowledge, a computer literacy week is organized.*
- b) First week of the course will be utilized for Computer Literacy classes, with the aim to acquaint the participants with a working knowledge of computers so as to enable them to make use of IT, for enhancing their efficiency, individually and at the organizational level.
- c) Each participant having sufficient proficiency in computer skills will be made ***buddy of a weak participant***. The former will have to attend evening classes till his weak partner also qualifies the test conducted to assess the level of proficiency.
- d) Each participant is expected to acquire sufficient computer operating skill to prepare his/her own Power Point slides for presentations and type scripts and to surf the net for information.
- e) During presentations by the participants, ***they will themselves handle and operate computer***. Colleagues may assist one another while making presentations.

2.13 IT Laboratory

- a) The IT Laboratory is equipped with computers, printers, duplicating machines, scanners and Internet facility. These computers are linked with the network through a server and a stand-by server.
- b) Audio/video facilities include multimedia projection system that is used during presentations/lectures. Internet facility is also available for accessing information for various assignments. Computer literate staff is available in the morning and evening sessions for assistance where required.
- c) The IT Laboratory timings are as under:
 - i) Monday to Thursday - 9:00 a.m. to 10:00 p.m.
 - ii) Friday - 9:00 a.m. to 01:30 p.m.
- 3:00 p.m. to 10:00 p.m.

2.14 Library

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

- be rotated among syndicate members in accordance with the procedure determined by the faculty member covering the Syndicate Group.
- c) Library maintains a Reference Section that has a reasonable collection of books for ready reference. Reference books/ materials are marked with the notation 'REF', and are not issued for use outside the Library premises. Journals or periodicals are kept in the periodical room. These are also placed under the category of reference material.
 - d) The participant can also access the Digital Library of Higher Education Commission through NIM Karachi's network.
 - e) The Library timings are as under:
 - i. Monday to Thursday: 09:00 a.m. to 06:00 p.m.
 - ii. Friday: 09:00 a.m. to 01:30 p.m. & 03:00 p.m. to 06:00 p.m.

2.15 Submission of Papers/Written Assignments

- a) **IRP:** The participants are required to *prepare 2 hard copies one copy for Faculty Advisor and one for the Library*. Soft copies of **each report** will be submitted during the course to *their respective Faculty Advisor /Faculty Member and DS (IT)*.
- b) **Simulation Exercises Reports/ Hands Outs:** Only 01 copy of final reports and handouts will be submitted by the Synd. Chairperson and RAG Leader to the Faculty Advisor.

2.16 Course Coordinator

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

2.17 Input from Participants during Weekly Faculty Meeting

- a) Fortnightly faculty meeting, chaired by the Director General, NIM, is a regular feature. During such meetings, conduct of events in last two weeks is thoroughly discussed.
- b) Participants' **input** is also obtained about the conduct of last two weeks training events particularly on course curriculum, programming, guest speakers, administration and etc. For this purpose, representatives of the course are nominated in advance, who attend the fortnightly faculty meeting in turn, as notified, and communicate/present the input from the participants.

2.18 Attendance

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

Attendance during the course is compulsory. Punctuality and attendance is monitored through biometric device installed for this purpose at the reception of NIM Karachi. Syndicate sessions, lectures, workshops, presentations, meetings, seminars, conferences, whether scheduled during the day or in the evenings, are integral parts of the course. **The participants are required to be punctual and regular in attending various training/academic activities notified by the Training Wing. In case of illness and emergency, written approval of the Director General is required.** The participant should route the application through DS (T & C), who will give it to Chief Instructor for onward submission to Director General for approval.

2.19 Leave Policy

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

2.20 Sports

- a) Sports facilities like tennis, badminton, billiard, Table Tennis & Chess 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
- g) Markers are available for billiards and tennis.
- h) Competitions are held at the end of the course and outstanding performers will be given prizes by a dignitary.
 - Table Tennis (Singles)
 - Table Tennis (Doubles)
 - Tennis (Singles)

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

CHAPTER - 3
ADMINISTRATIVE ASPECTS

3.1 Registration

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

3.2 Pay and allowances

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

3.3 Residence

- (a) Any Participant not having residence in Karachi is provided with single / double occupancy furnished accommodation with the basic facilities. The Institute provides bedding and linen.
- (b) On Campus residence for the whole duration of the course is compulsory for out station participants.
- (c) Participants are expected to stay in the Institute on the weekends for research, rest & recreation, sports and cultural activities etc. Breaks shall be provided at reasonable intervals during the course to enable the participants to visit their families in their hometowns. **For leave on weekend prior permission of the Chief Instructor through Training Wing must be obtained.**
- (d) Personal servants/attendants are not permitted to stay in the Institute for reasons of security and decorum. Permission for part time attendants may be given only in rare cases of illness or some serious emergency. The room bearers allocated to various participants by the Institute have been trained to take care of basic needs of the participants and maintenance of their rooms.
- (e) Spouse/Children are not permitted to stay at the Institute during the course.

3.4 Mess

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

3.5 Mess Committee

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

- Chairman/Chairperson
- Secretary
- Member (2)

The appointees so selected will be notified in the First Week.

Tasks of the Mess Committee:

- To recommend changes, if any, in the menu for daily meals, after

consultation with all the participants and within the available financial resources.

- To inform the Management of the Institute (Admin Wing) about any complaints/suggestions related to food arrangements.
- To hold fortnightly meetings to ascertain the views of participants about standard of meals, boarding, service arrangements, etc.
- To make recommendations in writing to Admin Wing for necessary improvements, if any.

3.6 Cultural Committee:

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

- Chairman/Chairperson
- Secretary
- Member (2)

The participants so selected will be notified in the First Week.

Task of the Committee:

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

3.7 Sports Committee

(a) Sports Committee is constituted from amongst the participants with following appointments:

- Chairman/Chairperson
- Secretary
- Members (2)
- Sport officer (Ex-officio member)

(b) 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 ADS in-charge.
- To organize prize distribution ceremony at the end of the course.

3.8 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 not permitted to attend these sessions. The participants are not allowed to meet personal visitors during the study hours.

3.9 Telephones

- a. Telephone facility is available in all hostel rooms. Local calls can be made directly by dialing "9". Nation-wide calls are not permitted. Telephone messages received during the sessions will be delivered to the participants during the break or after the session. Unless otherwise

specified, fax messages will be placed in the mailboxes. Please ensure that fax messages are clearly marked with your name, otherwise delivery could be delayed.

- b. The participants are not allowed to make or receive telephone calls or messages when the classes are in session.
- c. Telephone messages shall not be communicated to the participants in the classrooms exception rare cases of emergency with the permission of faculty member in-charge. The messages shall be noted by the Receptionist and promptly communicated to the participants concerned during break or after the conclusion of the session.
- d. Mobile Phones are NOT ALLOWED in Classroom, Auditorium, Syndicate Rooms and Library.

3.10 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.

3.11 Fax/Email/Website

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

Website of NIM is www.nim-khi.edu.pk

3.12 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.

3.13 Laundry

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

3.14 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 04:00 p.m. daily.

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

3.15 Mosque

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

3.16 Private Use of Institute Vehicles

- Institute has limited vehicles. However, these shall be made available only to the SMC Participants for departure/ arrival and emergency purpose.

3.17 Smoking

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

3.18 Car Parking

- i. Limited Parking facility is available near main gate and in front of the Auditorium for cars with NIM Stickers. NIM stickers will be issued on first come first served basis only to the participants without driver. The vehicles driven by any person other than the participant will not be allowed to be parked within NIM Premises.
- ii. All concerned are required to observe the speed limit of **25 km/ hour** while driving within the Institute premises: they are also requested to advise their guests to observe the speed limit.

3.19 Dress Code

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

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

For Informal Occasions:

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

3.20. Photographs:

At the time of registration individual photographs of each participant will be taken to be used for various official documents.

CHAPTER -4
FACULTY
&
ADMINISTRATIVE STAFF

Director General, Faculty & Other Staff

Mohsin Mushtaq Chandna, Director General

An officer of Pakistan Administrator Service with blend of experience in Government service as well as Development Sector. He has worked for the Government of Pakistan for over twenty-nine years while he has also worked for USAID in Pakistan for over a year. He holds a degree in Masters of Public Policy from University of Chicago as well as Masters in Business Administration from Institute of Business Administration (IBA) Karachi, Pakistan, which is the oldest business school outside North America.



He has worked as Economic Minister in Pakistan Embassy Washington DC for over five years where his major responsibility was to liaise with IFIs and US Administration and keep them abreast of Government's economic policies. He has also worked as Secretary Planning at the Government of Sindh. He has taught twelve courses of Microeconomics, Macroeconomics and Issues in Pakistan Economy to MBA students at IBA Karachi.

He is a Bridge player of international repute and earned the rank of Gold Life Master from American Contract Bridge League. He twice won the Annual William Poissant Bridge Trophy held by Northern Virginia Bridge Association.

He is working as Director General National Institute of Management Karachi which is a premier training institute in the country.

Akram Ali Khowaja, CI (SMW)

An officer of Pakistan Administrative Service with blend of experience in secretariat, autonomous bodies, foreign funded projects and field offices for over 19 years. He has worked as Assistant Commissioner, Deputy Commissioner and Commissioner in different districts of Balochistan and Sindh Provinces. He has also worked as Special Secretary in Health & Home Departments, Govt. of Sindh.



He holds a degree of Masters of Public Administration from Andrew Young School of Policy Studies, Georgia State University Atlanta, USA as a Fulbright Scholar. He has also honour to achieve Endeavour Executive Award of Australian Government. He has special expertise in Public Procurement including goods, works, services and Public Private-Partnerships.

Asif Ali Kakepota, DS (SMW)

An officer of Pakistan Audit & Account Service with blend of experience in Audit & Accounts for a period of over seventeen years. He has worked in Railways Accounts & Pakistan Customs as a Chief Accounts Officer. He has vast experience in Audit. He has worked as Deputy Director District Govt. Audit, Revenue Receipt Audit, Deputy Controller of Military Audit. He has also served as Director Audit of Public Sector Enterprises & Government of Sindh. In addition to this, he has also remained as Director of Pakistan Audit & Account Academy. He holds degree in Masters Economics & Finance and Bachelors Degree in Law (LLB) from University of Karachi. He also holds Bachelors degree in Civil Engineering from Mehran University.



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

Syed Aijazullah Shah, DS, IT/AVO

Syed Aijazullah Shah, Additional Directing Staff IT/AVO, National Institute of Management Karachi. He has done M.A. & B.Sc. from Karachi University. He has attended course in Structured System Analysis and Design Methodology (SSADM) from Colombo University, Sri Lanka and course in System Analysis and Design from Computer Bureau, Islamabad.



Ahmed Iqbal Shah, DS (T&C) - SMW

Mr. Ahmad Iqbal Shah, Additional Directing Staff, BPS-19, National Institute of Management. Karachi. In 1995, he joined erstwhile NIPA as Research Associate in BPS-17. His field of specialization is Finance & Accounts and holds the Master's Degree in Commerce. He has attended numerous training programs especially in the field of Financial Management, Project Analysis & Management, Communication & Presentation skills and an Executive Ten-Day Workshop on Case Study Development from NIPA Lahore. He also attended a 12-day training course in Project Analysis & Management from PIDE, Islamabad.



Asif Ali Khan, DD (Programs-SMW)

Asif Ali Khan, Deputy Director (Program)-Senior Management Wing (SMW), National Institute of Management (NIM), Karachi. He holds Master's Degree in Computers Science, Diploma in Computer Science and attended numerous training programs especially in the field of Information Technology. He also worked as a Program Officer in the Office Management Wing (NIPA Karachi). As a Deputy Director (Program), he remains involve in training related activities, conducting IT related sessions for the participants of SMC & MCMC and involve to arranging the logistic training facilities in Senior Management Courses (SMC).



MCMC Faculty

Samina Intizar, Chief Instructor (MCMC)

Samina Intizar, Chief Instructor / Directing Staff (Research), National Institute of Management, Karachi. She is a permanent faculty member of the Institute. She completed her Senior Management Course in 2016 & Mid-Career Management Course in 2013 from NIM Karachi. She joined the institute in 1990 as Research Associate in BS-17. She did her Masters in Commerce from Karachi University. She attended many short training courses in different aspects of Public Policy & Management within and outside country. She also attended a workshop on Global Knowledge and five weeks course on Training of Trainers from INTAN, Malaysia. She recently attended 03-Day workshop on Evidence Based Decision Making for Public Servants from Harvard Kennedy School, USA. She conducted short training courses as course coordinator and worked as deputy course coordinator of advanced courses in Public Administration in erstwhile NIPA, Karachi. She also conducted Senior Management Courses for BS-19 officers simultaneously as Chief Instructor.



Waqar Saleem Baig, ADS, MCMC

Prior to join NIM Karachi, he was associated with Government of Sindh (GoS), worked as Principal, Municipal Training and Research Institute (MTRI), Local Government Department. MTRI was a Federal Government Institution devolved under 18th Constitutional Amendment to GoS. He was involved in training process of elected representatives and government officers of Local Government in the area of Local Government and its Finances. He completed Masters of Applied Sciences (M.A.S) in Economics from Applied Economics Research Centre (AERC) in 2002-2003 followed by his Master's Degree in Economics from University of Karachi in 2001. In pursuance to professional career, he joined Federal Government as a lecturer in economics at undergraduate college in Islamabad in 2004. During lectureship he has been offered by Planning Commission of Pakistan as a Research Officer in Economist Group cadre, a federally administrative organization involved in development of short term and long-term planning process of the country. He worked in project appraisal section where he extensively involved in the financial and economic appraisal of the public sector development projects. He contributed in several international and local studies as Economic and Financial Analyst. He also worked as Trainer for Local Government Institutions and visiting faculty member at AERC for the course "Project Evaluation".



Shagufta Waris, Additional Directing Staff (Coordination), MCMC

She joined the institute in November, 1994 as Research Associate in BPS-17 as permanent faculty. She has done Master's in Political Science with position in BA (Hons) and Master's in Public Administration from Karachi University. During her career she has attended training courses on different aspects of Management. She has been associated with various courses as course coordinator, Advanced Courses in Management as Deputy Course Coordinator.



Majid Rashid, Deputy Director (Program-MCMC)

Mr. Majid Rashid, Deputy Director (Program), Coordination Wing, National Institute of Management (NIM), Karachi. He holds Bachelor's Degree from University of Karachi and attended various short courses in the field of Office Management, Human Excellence, Office Management Excellence, Rules of Business and MS Office. He also completed his Mid-Career Management Course (MCMC) in 2018 from NIM Karachi.



Administrative Staff

Abdul Wajid Shaikh, Directing Staff (Admin & Finance)

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



Waheed Akhtar, Deputy Director (Admin)

Mr. Waheed Akhtar, Assistant Director (Admn) joined NIM Karachi on 8.8.2003 on deputation from the office of the Auditor General of Pakistan. Later on he was absorbed permanently in NIM Karachi w.e.f 24.8.2006. He is B.Com. He has also qualified SAS in 1991, a departmental examination of Auditor General of Pakistan. He also served in National High Way Authority for five years from 1996 to 2001 on deputation. He has vast experience of Administration, Audit and Accounts. In addition to his normal duties as Assistant Director (Admn), he is also looking after the work of Accounts Officer.



Shafqat Hussain Shah, Assistant Director (A&F)

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



Dr. Khan Pervez Hadi, Medical Officer

Dr. Khan Pervez Hadi is a medical officer at NIM Clinic Karachi. He did MBBS from Dow Medical College and is highly experienced Medical Practitioner. He has vast experience in the field of medicine and he provides the medical facilities to NIM Employees as well as participants of SMC and MCMC courses.



<p><u><i>M. Nadeem Nizami,</i></u> <u><i>PRO</i></u></p>	<p><u><i>Naeema Hashmi,</i></u> <u><i>Mess Officer</i></u></p>	<p><u><i>Sajid Khan Jadoon,</i></u> <u><i>Sports In-Charge</i></u></p>
		

CHAPTER-5
Contact Numbers

Section-5

Contact Numbers

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NATIONAL INSTITUTE OF MANAGEMENT, KARACHI
26th SENIOR MANAGEMENT COURSE

Aim. Through structured and focused presentations, familiarize all participants about Government departments/organizations/occupational groups.

Scope

1. Designated senior most participants from each department/organization/occupational group to make presentation to the class and share knowledge and perceptions about service matters with other participants.
2. Highlight the history, evolution, and the present status of department/organization/occupational group.
3. Discuss issues relevant to the effectiveness of the department/organization/occupational group, e.g, training, career planning, incentive, etc.
4. Bring up both the strengths and weaknesses of department/organization/occupational group.
5. Identify and discuss the future direction and prospects for the growth of department/organization/occupational group.

PROPOSED FORMAT: Following is the proposed format for DP. The participants designated to make DPs of their respective departments/organizations/occupational groups are advised to consult their Faculty Advisors while preparing the DPs:

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

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