



22nd SENIOR MANAGEMENT COURSE

Monday, 25th September 2017 to Friday, 12th January, 2018

GENERAL INFORMATION,
GUIDELINES & INSTRUCTIONS HANDBOOK

Prepared by
TRAINING WING

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CHAPTER-1

GENERAL

1. Introduction

The National Institute of Management (NIM) Peshawar is a constituent unit of National School of Public Policy (NSPP). The National School of Public Policy (NSPP) is mandated to organize, in service training for Civil Servants from mid career level at National Institutes of Management, Lahore, Karachi, Peshawar, Quetta & Islamabad to the highest level at National Management College (former Pakistan Administrative Staff College) for BS-20 officers.

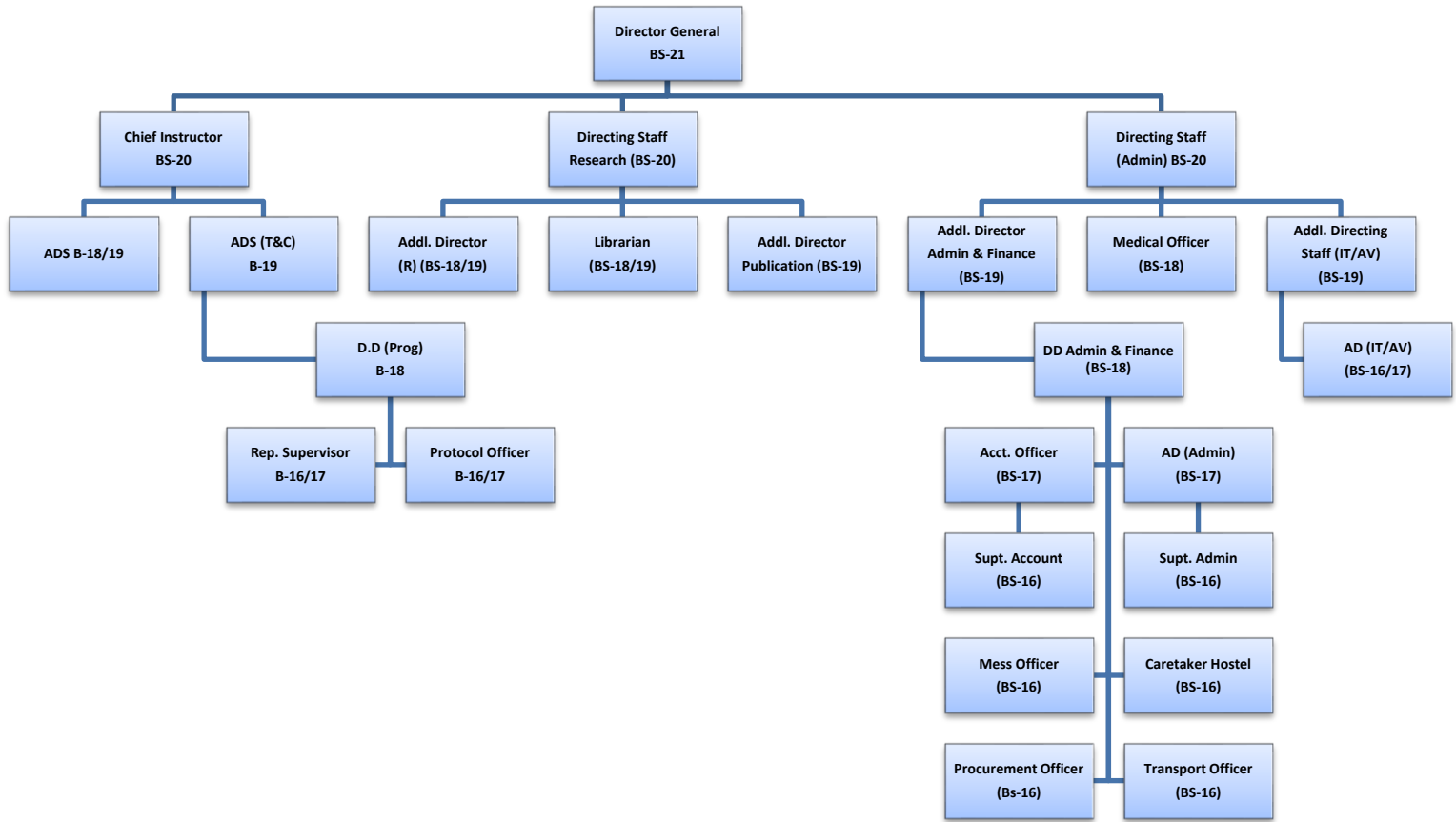
The National Institute of Public Administration, Peshawar was established in April 1983 as a consequence of government decision to expand its middle management training facilities. NIPA Peshawar has trained around two thousand & five hundred officers in the fields of Public Administration, Management, Environment, Urban & Metropolitan Management, Hospital Administration, Computer, Health-Planning & Management, Training of Trainers, Sharia Management and 12 days mandatory courses etc and 41 Advance Courses till 2005. NIPA has also trained international participants from Africa, Central Asian states and Palestine for the above courses.

Now, NIM Peshawar, along with other NIMs at Karachi, Islamabad and Lahore has been assigned the responsibility of organizing Senior Management Course (SMC) for BS-19 officers.

1.1. Aim

The Aim of the “General Information, Guidelines & Instructions Handbook” is to provide information about modalities of various important training activities, which form part of the Senior Management Course.

1.2. Organogram (NIM Peshawar) Upto BS-16



CHAPTER-2

TRAINING ASPECTS

2. **Senior Management Course (SMC)**

Senior Management Course is mandatory for the promotion of officers of BS-19 to the next grade. The main reason for introducing the course was to build the capacity of officers at operational and tactical level so that they can perform their role in a more effective and efficient manner.

2.1 **AIM AND SCOPE**

Aim:

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

Expected Core Competencies:

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

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

Scope:

- a. Familiarize the participants with the national environment so as to understand the interplay of external and internal dynamics and their influence on governance in Pakistan.
- b. Develop participants' understanding of the diversity in Pakistani society (socio-cultural values, beliefs and attitudes) and its relevance to policy implementation and governance.
- c. Provide in-depth knowledge of governance and administrative structures of Pakistan along with relevant policy processes and implementation strategies.
- d. Enable the participants to apply concepts and techniques of management, operational and technical implementation in the Pakistani environment.

- e. Enhance participants' comprehension about operationalizing strategy.
- f. Equip participants with evidence based research and analytical skills for enhanced performance on the job
- g. Through Workshops, Seminars and other group activities enhance the capacity of the participants in the use of Information Communication Technology and making it an effective tool of analysis, interpretation, decision making and monitoring.
- h. Through study tours, expose the participants to issues and practical problems of the Pakistani society and state along with impact of various policies and management practices on the people of Pakistan.
- i. Facilitate participants' good health and introduce variety in their course routine through co-curricular activities and sports.

2.2 **Training Modules and Conduct**

- a) The curriculum of the Course comprises seven modules spread over three terms as under:

Module – 1	National Environment: Internal and External Dynamics (NEI &ED)
Module – 2	Diversity of Pakistani State & Society: It's Impact on Administration and Service Delivery (DPS&S-IA&SD)
Module – 3	Economic and Financial Management at Operational Level (E&FM OL)
Module – 4	Issues of Operational Effectiveness within Governance Framework (IOE &GF)
Module – 5	Research Methodology & Its Application (RM&A)
Module –6	Study Tours: Field Research (ST : FR)
Module – 7	Information Technology Program (ITP)

- b) Each module is sponsored by a faculty member, who organizes and conducts it in accordance with the curriculum under the overall guidance of the Director General.
- c) Joint Sessions are generally held in the classroom. Guest speakers, who are expert in their own fields, deliver talks on given topics, followed by question and answer sessions to provide the participants an opportunity to clarify and raise issues relevant to the subject.

- d) Tutorial Discussions provide the participants, more conducive environment for candid and meaningful discussion; for this purpose the course members are divided into syndicates. Syndicate refers to a small group of participants who get together under the guidance of a Directing Staff to hold discussions on significant issues in syndicate rooms on a given topic as per course syllabus. Syndicate System enables the Directing Staff to develop a close interaction with a small group of participants in a syndicate meeting at regular intervals. This interaction provides sufficient opportunity to the participants for expressing their views more freely. Additionally, the Syndicate meeting may also provide an opportunity to the participants to discuss with the sponsor DS issues that may require immediate attention. In addition, a few short exercises may also form part of the Syndicate activities.

2.3 **Simulation Exercises (SE)**

Simulation Exercises have been included in the course. The aim of these exercises is to offer an opportunity to the participants to apply their knowledge and skills for developing an integrated governance solution on a public issue so as to promote, protect and further our national interests.

The objectives of these simulation exercises are to enable the participants to:

- Identify and analyze governance issues.
- Prioritize issues according to their importance in a given scenario.
- Sift out the essential from the trivial in a given scenario.
- Develop the skills of working as a team and building consensus.
- Develop presentation skills for effective communication.
- Develop out of the box-innovative thinking.
- Main emphasis would be on “HOW” to think and Not “WHAT” to think

2.4 **Synopsis (SNP)**

All participants will be tasked in turn to write synopsis of at least one lecture/panel discussion during the course. The synopsis shall normally consist of about *1000 words*. The participant would focus on the central theme and recommendations of the speaker’s talk and the Question & Answer Session including the discussion on the subject. The

participant would submit his write up both in soft form and hard to the Sponsor of Study Modules and ADS (T&C) on the next working day.

2.5 **Analysis Paper (AP) and Analysis Paper De-Briefing (APDB)**

In each term, a written assignment is conducted in class, in which analytical ability of the participants is assessed. The topics selected for these Analysis Papers are generally related to governance and implementation of Public Policy. Progressive and logical development of thought in response to the requirement, brevity, specificity as against generalization, coherence, conciseness and clarity are some of the qualities which participants need to keep in mind to reflect in their performance. Analysis Paper De-Briefing session is held after each AP.

2.6 **Individual Presentations**

a. **Current Issues Presentations (CIP)**

All the participants will make presentation on a current issue relating to politics, economics, social issues, religion, ethics in public service etc. Each presentation will be of 30 minutes including 10 minutes for Question/Answer Session. The participants will submit three (03) CIP topics. However, the Institute reserves the right to assign any other topic. Those participants, who are nominated for Service Group Presentation, will not make presentation on Current Issues.

b. **Service Group Presentation (SGP)**

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 Q&A session. The Q&A sessions may be handled by each presenting officer alone or he/she may ask all or some of his Departmental colleagues to join him/her. Aim and Scope and the proposed Format for SGP is attached as **Annex-A**.

c. **Course Review Committee Report Presentation (CRCP)**

A Course Review Committee is constituted comprising one chairman and 12-15 members. The committee prepares a report about the course curriculum and extra curricular 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 to the course participants in a 2 hours session; 1 hour presentation and 1 hour review by the guest panelists and faculty. The schedule of CRCP will be notified in weekly program.

2.7 **Individual Research Paper (IRP)**

- a) Each participant is required to write one Individual Research Paper (IRP) of 8000 words. Participants will submit three topics for the Individual Research Paper in order of priority (not related to their current job). The Institute reserves the right to assign any other topic to the participants. Selected topics along with the name of the Faculty Advisors will be conveyed to the participants. **The three topics for IRP must be submitted at the time of registration.**
- b) The participants can seek detailed guidance from their faculty advisors and the Chief Instructor about any aspect of the Individual Research Paper.

2.8 **Peer Rating**

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 shades of personality i.e. *“As a Friend”*, *“As a Leader”* and *“As a Professional”*.

2.9 **Submission of Papers/Reports**

The participants **must ensure** to submit 3 hard copies along with a soft copy of **each report/assignment/task given to them** during the course like, Individual Research Paper (IRP), Simulation Exercises, Inland Study Tour (IST), Case Studies, Current Issues/IRP Presentations, Synopsis etc as per the following break up:

- a. Sponsor DS (1 hard copy)
- b. Training Wing (2 hard copies & soft copy).
- c. Individual folders will be created for each participant in the IT Center Computers, where the participants will place a soft copy of every assignment for the Institutes record.

2.10 **Guest Nights**

During the course of the program of studies the Institute will invite guest speakers of repute to speak on different national issues as extension lectures. These extension lectures are scheduled in the evening. Attendance on such occasions is mandatory in formal dress.

2.11 Course Coordinator

Participants would be assigned the duties of **Course Coordinator** during the course. The Course Coordinator will act as link between faculty and the participants. He/she will be responsible for communicating all the directives/instructions issued from time to time by the Director General, Chief Instructor, Additional Directing Staff (Trg. &Coord) to the participants for compliance.

The course coordinator is to ensure class discipline and punctuality. The course coordinator will submit the daily attendance sheet, marking the absentees and the late comers during each session, to the ADS (T&C) 10 minutes after the start of each session, unless indicated otherwise. He/she will also ensure that all participants are present in the classroom (*5 minutes before the start of session*) after every tea and lunch breaks. The names of the Course Coordinator will be indicated in the weekly schedule.

2.12 Classroom Modalities

- a) Classes will commence daily with recitation from the *Holy Quran (Tilawat)*
- b) Participants are required to be seated five minutes before the start of every session.
- c) Classroom environment in the SMC is congenial but formal. **Dress code for the classroom is indicated at para 2.18**
- d) **Mobile telephones are not allowed** during the class.
- e) Participants are expected to rise on arrival of the Director General and Guest speaker(s)/ Panelists as a mark of respect. Clapping is not allowed in the class except at the end of the session as allowed by the DS.
- f) After the Lecture Discussion (LD) or Panel Discussions (PD) the length of question and answer session will approximately be 40% of the duration of the session.
- g) The research periods/days will be utilized for research work on IRP etc. and may also be used for discussions on IRPs, Case Studies Research, interviews of the participants.
- h) The timing for training sessions during each week would be as under. However, the timings may be extended, if required:

Monday through Friday 0800-1600 hours

2.13 Library

- a) The Institute has a well-equipped Library containing a vast collection of books & periodicals. Books are classified according to the internationally recognized *Dewey Decimal Classification System Edition 20*.
- b) Books are issued for a maximum period of 15 days at one time. Not more than 5 books can be drawn at one time.
- c) Library maintains a Reference Section that has a reasonable collection of books for reference only. Reference books/ materials are marked with the notation 'REF', and are not issued for use outside the Library premises. Journals or periodicals kept in the periodical room are also placed under the category of reference material.
- d) The Library timings are as under:

Monday to Friday	0800 to 1830 hours
	<i>(with breaks for prayers and meals)</i>
- e) Ex-participants of the Institute, officers of government departments, autonomous and semi-autonomous organizations can obtain membership of Library by submitting an application forwarded through their Head of Department. Ex-government employees who are ex-participants but are not in service can also avail this facility. A sum of *Rs.500/-* as refundable Library Security will be deposited for the purpose. Such Library members are entitled to draw only one book at a time. In case members wish to draw two books (which is the maximum permitted under this facility), the deposit required will be *Rs.1000/-*.
- f) Participants of SMC are not required to deposit the usual security for use of Library during the Course. However, every participant, at the end of the Course, will have to obtain a clearance certificate from the Library and hand it over to the Training Wing.

2.14 Computer Literacy Program

- a. Computer Literacy Program will be conducted during the (1st week) "Basic Studies and Computer Literacy Week". Thereafter, if needed, the IT classes will be run in the afternoons, for which a separate program would be notified.

- b. Each participant is expected to acquire sufficient IT skills to prepare his/her own Power Point slides for presentations, type scripts and to surf the net for information.
- c. During presentations by the participants, **the participants themselves will operate the computer.** Colleagues may assist one another while making presentations.

2.15 **Study Tours**

In order to expose the participants of SMC, the Institute organizes Study Tours i.e. Inland Study Tour (IST) and Local Visits for Field Research, within and outside Peshawar. These tours/visits help in enhancing the understanding of trainee officers about public and private sector organizations.

2.16 **Attendance**

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.

2.17 **Leave Policy**

- a) Leave during class days is only permitted on extreme compassionate grounds.
- b) If at all, leave is solicited for unavoidable reasons, prior permission/sanction must be obtained from the Director General.
- c) The participants should route the application through the Additional Directing Staff (T&C) for obtaining approval of the Director General.
- d) Leave on personal medical grounds (sickness) can only be availed subject to the recommendation of the Medical Officer.
- e) Leave availed by a participant will be counted against **7-days** leave.
- f) 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.
- g) Leave can be availed through written application on plain white paper.

2.18 **Dress Code.**

Following Dress Code will be observed for various activities:

Dress Code for Class Room/Syndicate Rooms, Library, Computer Lab, Mess as well as formal occasions would be as under:

- **National Dress:** White Shalwar Qameez with Sherwani or a buttoned-up closed collar pure black waist-coat and Shoes with Socks (Boots with laces or moccasins) or
- **Lounge Suit**

CHAPTER-3

ADMINISTRATIVE ASPECTS

3.1 **Registration**

On arrival, the participants would receive their College name badges. Participants are required to wear their name badges at all times to assist the faculty, other participants, as well as Mess Staff to identify them.

3.2 **Pay and Allowances**

Participants shall draw their Pay and Allowances from their parent departments/organizations according to the stipulated procedure throughout their stay at the Institute.

3.3 **Residence**

- a. On Campus residence for the whole duration of the Course is compulsory for out station participants.
- b. Participants will be provided with accommodation furnished with all the basic facilities on double occupancy basis. The Institute provides bedding and linen.
- c. Participants are expected to stay in the Institute on the weekends for research, unless they seek prior permission of Chief Instructor for undertaking research activities outstation.
- d. ***Spouse, Children, Relatives, Friends and Personal servants/attendants are not permitted*** to stay in the Institute for reasons of security and decorum. Hostel attendants allocated to various participants by the Institute have been trained to take care of basic needs of the participants and maintenance of their rooms. However, these attendants would be shared by the participants and expected to provide full time service to any individual.
- e. No personnel servant guard or driver is allowed to stay with the trainee officer.

3.4 **Mess**

- a. The Institute has mess arrangements for provision of breakfast, and refreshments during breaks, lunch, afternoon tea and dinner for the Participants at the Mess.
- b. Dining halls remain closed when the classes are in progress.
- c. All eatables shall *only* be served *in the dining hall*.
- d. Meals shall *only* be served *at the stipulated timings* on all days.

3.5 **IT Center**

- a. The IT Centre is equipped with computers, printers, scanners, and Internet facility. These computers are linked with the network through a server and a stand-by server.
- b. Internet facility is available in IT Center, syndicate rooms, library and hostel rooms.
- c. **The IT staff is meant only for assistance/troubleshooting and not for preparing participants assignments.**
- d. The IT Lab timings are as under:

Monday to Friday **0800 to 1600 hours**
(with breaks for prayers and meals)

- e. **Mini Computer Lab:** Besides two computer labs in the IT Center, a Mini Computer Lab (equipped with computers, internet and printing facility) is also setup in the hostel to facilitate the participants. The Mini Computer Lab timings are as under:

Monday to Friday: **1400 to 2200 hours**
During Simulation Exercises: **0900 to 2300 hours**

- f. Participants are not allowed to use IT Lab during other training sessions **(IT Lab designated for SMC participant will remain closed during routine training sessions)**

3.6 **Visitors**

Lectures, panel discussions, syndicate and group discussions, workshops, seminars and all other training sessions are restricted to the participants, the faculty and the visiting faculty. Visitors are not permitted to attend these sessions.

- a. No visitors are allowed to meet the participants during the working hours.
- b. Female visitors are not allowed in the hostels except for the female participants.

3.7 **Sports**

- c. Sports during course are mandatory.
- d. Sports facilities for Lawn Tennis, Basketball, Badminton, Table Tennis, Squash, Jogging/Walking, Cricket and Gymnasium are available at the Institute Campus.

- e. All participants should bring their own sports gear, shoes and equipment for the sports facility that they want to avail. Consumable such as balls, shuttle cocks will be provided by the Institute.
- f. Markers are available for Tennis, Badminton, Squash & Table Tennis.
- g. Competitions are held during the course in following sports:
 - Table Tennis (Singles)
 - Table Tennis (Doubles)
 - Lawn Tennis (Singles)
 - Lawn Tennis (Doubles)
 - Badminton (Singles)
 - Badminton (Doubles)
 - Walking/Jogging
 - Tug of War

3.8 **Dress for Sports**

- Track Suit
- Joggers/Tennis Shoes
- Shorts/Sports T- Shirts (in summers)

3.9 **Walking/Jogging Track**

The Institute has a Walking track of 1.38 Kilo Meters. For smooth functioning and convenience of all the users, the Walking track has been declared one-way i.e. anti-clock wise.

3.10 **Mess Committee**

- a. A Mess Committee will be constituted from amongst the participants in each term during the course which comprises:
 - a) Chairperson
 - b) Secretary
 - c) Member food (Two)
- b. Tasks of the Mess Committee:
 - a) To oversee the quality of meals/food and services
 - b) To monitor hygienic conditions
 - c) Inform Institute's Management (Admin Wing) about any complaints/suggestions through course coordinator during course review meetings.

- d) Hold forth-nightly meetings to ascertain the views of participants about standard of meals, boarding, service arrangements, etc.
 - i. Make recommendations for necessary improvements, if any.
 - ii. Co-ordinate with the cultural committee for food arrangement during the cultural nights.

3.11 **Sports Committee**

- a. Sports Committee will be constituted from amongst the participants in each term during the course with following appointments:
 - a) Chairperson
 - b) Secretary (responsible for organizing all sports events)
 - c) Members (two to four)
- b. **Tasks of the Sports Committee**
 - a) Secure membership from participants for each sport
 - b) Maintain Record of the attendance during sports hours
 - c) Organize sports competitions/tournaments for all the sports in consultation with the Sponsor DS Sports (*proposal to be submitted within three days from start of each term*).

3.12 **Culture Committee**

- a. Culture Committee will be constituted from amongst the participants in each term during the course with following appointments:
 - a) Chairperson
 - b) Secretary (responsible for organizing all sports events)
 - c) Members (two to four)
- b. **Tasks of the Culture Committee**
 - a) Culture Committee would be responsible for organizing cultural events in consultation with the sponsor DS. (*proposal should be submitted within three days from start of each term*).

3.13 **Telephone**

- a. The Institute has PABX telephone exchange, numbers of which are **091-9224455-57**. Telephone sets have been provided in all the hostels. A direct dialing telephone set is also available at NIM Hostel for local calls and local mobiles.

- b. The participants are not allowed to make or receive telephone calls or messages when the classes are in progress.
- c. *Telephone messages shall not be communicated to the participants in the classrooms* except in case of emergency with the permission of faculty member incharge. The messages shall be 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, Library and IT Center.

3.14 **Lockers Facility**

Locker Facility is available for the participants. Lockers are located outside the classroom. These lockers will be used to deliver incoming mail, reading/ reference material to the participants and notices from the Institute. The participants should check their lockers at least twice a day; once at the start of the session and then in the afternoon.

3.15 **Postal Arrangements**

Incoming

1200 hours

Outgoing

0630 hours

1145 hours

1630 hours

- a. The incoming post is received by the Admin Block and to be distributed among the participants. The participants may receive mail on the following address:

**C/o Deputy Director (Admin),
National Institute of Management (NIM),
Academy Town, Peshawar. 25120.**

- b. A letter box is installed adjacent to the Institute's Library, which also indicates time for clearance.
- c. The post office is located inside the campus near utility store. (At back side of the dispensary)

3.16 **Fax/E-mail**

The Institute Fax number is **091- 9224446** which can be utilized for incoming faxes.

The email address is nim.psh@gmail.com

3.17 **Laundry**

Laundry services in the Institute can be availed by the participants on payment at the prescribed rates.

3.18 **Medical Facilities**

- a. The Institute has a dispensary with a Medical Officer. However, the participants are required to pay for the prescribed medicines and get reimbursement from their own departments and organizations. .
- b. Serious cases may be referred to the Khyber Teaching, Lady Reading Hospital and CMH. The payment, if any, to be made would be borne by the participants and reimbursement, claimed from the respective department/ organization.

3.19 **ATM Facility**

ATM facility is available at UBL Branch adjacent to the main gate of the Institute. Participants who want to avail the facility may contact the Manager UBL at Phone No. **091-9216449**

3.20 **Masjid**

NIM has a mosque within its premises where all five Prayers and Jumma Prayers are offered on announced timings.

3.21 **Car Parking**

- a. Car Parking areas are located in the front of Hostels and Academic block where the participants and officers park their cars. Parking Lot in front of the new Academic Block (Syndicate rooms) has been allocated for the residential participants.
- b. All the participants are required to collect car park token if they want to avail car parking facility
- c. All concerned are required to observe the speed limit of **25 km/ hour** while driving within the Institute premises.
- d. Car parking facility is available only for the cars driven by the participants themselves.

3.22 **Smoking**

NIM Peshawar has a no-smoking policy. Therefore, smoking is permitted only at the designated places.

3.23 **Flash Drives**

On arrival, the participants will be provided by the Institute one Flash Drive with **soft copy of essential reading material.**

CHAPTER-4

NIM FACULTY

&

ADMINISTRATION

1. Mrs. Nighat Mehroze

Mrs. Nighat Mehroze, Director General, National Institute of Management Peshawar Joined Civil Services in 1984. During her career she has held various positions including Special Assistant to the Chairman Port Qasim Authority, Director Export Promotion Bureau, Commercial Counsellor at Embassy of Pakistan, Tokyo. Chief Instructor, NIM Karachi and Directing Staff at National Defence University, Islamabad. Her last assignment was as Senior Joint Secretary, Ministry of Law and Justice.

Mrs. Mehroze is a Hubert Humphrey Fellow. She has done MBA from Manchester Business School and M. Phil from Area Study Centre, University of Peshawar.

2. Mirza Khalid Amin

Mirza Khalid Amin joined NIM Peshawar as Additional Directing Staff in December, 2007. He did his Masters in Public Policy from KDI School of Public Policy & Management, Seoul, South Korea under a fellowship by POSCO TJ Park Foundation & KDI School in August 2007. Presently, he is also holding the charge of Chief Instructor. After graduation from Government College Lahore, he served Health Department, Government of the Punjab in a Project from April 1992 to March 1993. He joined The Bank of Punjab through competitive exam as trainee officer in March 1993 and worked their till March 2006. During his service with the Bank of Punjab (BOP), he worked in the field as well as at Head Office as Incharge at various positions in Operations, Finance & Administration. He worked as Branch Manager Operations with Bank Al Habib Limited from April- December 2007 before joining NIM Peshawar. He became Diplomat Associate of Institute of Bankers in Pakistan (IBP) in 1998 after passing professional masters degree and is a lifetime IBP member. He was awarded a scholarship for Master in Computer Science by Ministry of Science of Technology under Retraining Program in 2001 and completed the same from University of Management and Technology, Lahore in August, 2004. He has also attended courses, workshops and seminars on Global Issues, Strategic Management, Mutual Funds and Islamic Banking.

3. Dr. Javed Iqbal

Dr. Javed Iqbal is the Additional Directing Staff. He has a Ph.D Degree in Criminal Psychology. He has vast experience as a trainer and has been fully exposed to a competitive training environment carrying requisite management & Coordination

skills. He joined Pakistan Academy for Rural Development in 1996 and worked on different assignments as behavioural scientist and Deputy Director Training. He has successfully coordinated training programmes for various stakeholders in the Social Development process. He has attended various National & International Training courses on themes of Development Planning, Governance, Local Government, Participatory Development, Stress Management, Mental Health etc. He has authored Research publications on themes of Relationship between transformational leadership style and innovative work behavior in Educational institutions, Socio-psychological Impact of Accountability on Organizations & Society. He has also worked on various assignments as psychologist with Federal Public Service Commission and taught as Assistant Professor in International University Islamabad.

4. Mr. Muhammad Tayyib

Mr. Muhammad Tayyib is working as Additional Directing Staff at the Institute. He obtained his Master's degree in Business Administration from University of Peshawar in 1984-85 with major in finance. He has also a diploma in Information Technology from KPK, Board of technical education. He has authored more than five research publications. His experience of providing training to mid level government officials is spread over 18 years. He has also remained as a guest speaker to various universities. He has visited INTAN, Malaysia for National Economic Management and Case Study Workshop.

5. Mr. Muqeemul Islam

Mr. Muqeemul Islam holds MSc and M.Phil in Economics from the International Islamic University, Islamabad. His areas of interest include Macroeconomics, Governance and Development, Institutional Economics and Regulatory Bodies. However econometrics is also his strong area including advanced usage of econometrics software He was on deputation to School of Economics, International Islamic University and has recently joined back his parent department recently i.e. National Institute of Management in the capacity of Addl. Directing Staff (ADS) in the field of Economic Policy Management. He has wide spread experience in the field of Economics & Development Economics and remained Assistant Professor(Economics)/ Consultant (Training& Development), Instructor/Additional Member Directing Staff at National School of Public Policy, National institute Management formerly(NIPA (Pakistan), Assistant Director (Economic Research Department) in the State Bank of Pakistan from June 1995-99.Numerous trainings also goes to his credit such as, Four Days workshop on 'Fiscal Policy and development' organized by Pakistan Institute of

Development Economics (Islamabad) and Islamic Development Bank (Jeddah) in Islamabad (Pakistan) in November, 1997, Three days course on 'Productivity & Profitability through implementing TQM Techniques' organized by Pakistan Industrial Technical Assistance Center (PITAC) and School for The Enhancement of the Professional Skills (STEPS) at Lahore on 23-25 Feb., 1998. This course concerned with the concept of Total Quality Management (TQM) and its implementation on a business and industrial organizations, 11 days course on 'Modern Econometrics Techniques in Econometric Modeling and Forecasting' organized by State Bank of Pakistan and Quaid-e-Azam University Islamabad jointly sponsored by Asian Development Bank from March, 24th March, 1998 to 4th April, 1998. Six-Day Course on "Project Planning Management and Implementation" organized by Pakistan Academy for Rural Development, Peshawar from 16-22 September 1999, a 5-day training on Leadership Grid Management: Grid International Texas, USA, 22-28 April 2004, 15-day Human Rights Training in Islamabad by FRIEDRICH Foundation at Fazal Dad Human Rights Institute Islamabad. He has attended many conferences such as PIDE Annual Conference on Economic Policies 1993, PIDE Annual Conference on Economic Policies 1995, PIDE Annual Conference on Economic Policies 1998, PIDE Annual Conference on Economic Policies 2005, PIDE Annual Conference on Economic Policies 2006, PIDE Annual Conference on Economic Policies 2007, IIUI conference on Economic Challenges 2008.

6. Mr. Abdul Sattar

Mr. Abdul Sattar joined NIM Peshawar as Additional Directing Staff on deputation from Pakistan Academy for Rural Development (PARD) Peshawar. He joined PARD in 1990 and had worked on different assignments as a researcher and trainer. He has successfully conducted training programmes for various stakeholders in the social development process and is also the editor of prestigious PARD Research Journal, 'JORDA'. He carries vast experience as a trainer and has worked as Addl. Directing Staff at NIM Peshawar previously for about five years. He has a diverse academic background with Masters in Geographic Information Management from the Netherlands and M.Sc in Geology & Masters in Political Science from the University of Peshawar. He has attended national & international training courses on themes of Development Planning, Governance, Local Government, Project Management, Participatory Development, Geographic Information Systems, etc. He has authored quite a few research reports and publications. He has also worked on various assignments as consultant with national & international organization like UNICEF, ILO & GIZ.

7. Mr. Jehanzeb Khan Orakzai

Mr. Jehanzeb Khan Orakzai joined NIM Peshawar as Faculty Member in March 2006. He got his masters degree in computer sciences from the University of Peshawar and MS-IT from Institute of Management Sciences Peshawar. He also got an executive diploma and different certificates in advance computer sciences/IT subjects and a degree in education from the University of Peshawar, as well. Before joining this institute he was serving as Lecture in the Islamia College Peshawar. He taught different computer science / IT subject to the graduate and post graduate students at different universities including ABASYN University, SARHAD University, Center of Applied Epistemic and University of Peshawar. A research thesis on “Urdu OCR” (Optical Character Recognition) and few research papers on “Urdu Optical Character Recognition” go to his credit.

8. Mr. Farooq Shah

Mr. Farooq Shah has been recently posted from NSPP to NIM, Peshawar as an Additional Director (Research). He has done his Master in Business Administration from University of Peshawar. He initially joined Pakistan Administrative Staff College Lahore as a Research Associate in 1993. He worked in different capacities as a Senior Research Associate, DDG (Admn) in PASC. He also worked as a Deputy Secretary (LCB) and Administrator Municipal Committee, Mansehra in Department of Local Government and Rural Development KP. He worked as Deputy Secretary Admn: Worker Welfare Board and then Secretary Worker Welfare Board, Department of Industries and Labour KP. He also remained as Additional Directing Staff, Kashmir Institute of Management, Muzzafarabad.

9. Syed Jaffar Shah

Syed Jaffar Shah is the Deputy Director in Administration Section. He joined the institute in August 2005. He obtained his Masters degree in commerce from University of Peshawar in 1986. He has over all 18 years of working experience in the fields of Accounts and Administration in Government Sector.

10. Mr. Asad Zia Siddiqui

He has been serving in this Institute as Assistant Director IT/AV since 2006. Before joining NIM, he was working as Instructor cum Network Administrator in STI Peshawar. He obtained his Master Degree in Computer Sciences from University of Peshawar in session 2000-2003. He also obtained Masters in Business Administration having specialization in Human Resource from Peshawar University. Currently he is

doing MS/M.Phil in Management Sciences. He also got one year diploma in IT & different IT certificates like CCNA, MCP, MCSE, Linux Administration, Wireless Basics, VOIP Infrastructure, CIW, CNT, OCP DBA, CLA, CHT, AOA. He has over all more than fourteen years of working experience in which nine years in Govt. sector & five years in private sector/institutions.

CHAPTER-5

Telephone Numbers

LIST OF IMPORTANT TELEPHONES

PABX Nos: **091-9224455-57**, Fax No:**091-9224446**,
Email ID:**nim.psh@gmail.com**, Website:**www. nim.gov.pk**

<u>Name & Designation</u>	<u>Tel.No. (Off)</u>	<u>Ext. (Off)</u>	<u>Mobile Number</u>
Mrs. Nighat Mehroze, Director General	PS to DG 091-9224444	101 103	-
Mirza Khalid Amin, Chief Instructor	091-9224449	105	03334239543
Mr. Muhammad Tayyib, Addl. Directing Staff	091-9224450	108	0334-9118474
Mr. Javed Iqbal, Addl. Directing Staff	091-9224435	106	0333-9152482
Mr. Abdul Sattar, Addl. Directing Staff	091-9224438	135	0300-5952311
Mr. Muqeem ul Islam, Addl. Directing Staff	091-9224480	-	0343-5090648
Mr. Farooq Shah, Additional Director (Research)	091-9224448	110	0300-5831186
Mr. Jehanzeb Khan Orakzai, Addl. Directing Staff (T&C)	091-9224451	111	0334-9157978
Syed Jaffar Shah, Deputy Director (Admin & Finance)	091-9224443	113	0321-9058838
Mr. Asad Zia Siddiqui, Asst. Director (IT/AVO)	091-9224441	115	0300-5957823
Mr. Muhammad Nadeem Khan, Cataloguer T&C	091-9224424	119	0333-4347479
Mr. Fazli Raziq, Hostel Caretaker	091-9224429	179	0300-9359853 0344-9065667
Library	091-9224475	170	-
Quaid-e-Azam Guest House (NIM Guest Hose)	091-9224429	178	-
Liaqat Ali Khan Hostel (NIM Hostel)	091-9224429	179	-
Mr. Mukhtiar Afridi, Cafeteria Manager	-	153	0333-9371567
Mess/ Cafeteria	-	171	-
Main Gate IN	-	172	-
Main Gate OUT	-	173	-
Dispensary (Mr. Arif, Dispensar)		169	0301-8885651
Sir Syed Hostel (PARD Hostel)	-	182	-
National Bank of Pakistan, Town Branch	091-9216308	-	-

22nd SENIOR MANAGEMENT COURSE

AIM, SCOPE AND PROPOSED FORMAT

FOR SERVICE GROUP PRESENTATION (SGP)

Aim

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

Scope

2. A SGP should cover following aspects:
 1. Designated senior most participants from each department/organization/ service 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/ service group.
 3. Discuss issues relevant to the effectiveness of the department/ organization/service group, e.g, training, career planning, incentive, etc.
 4. Bring up both the strengths and weaknesses of department/organization/ service group.
 5. Identify and discuss the future direction and prospects for the growth of department/organization/service group.

PROPOSED FORMAT

3. Following is the proposed format for SGP. The participants designated to make SGPs of their respective departments/organizations/service groups are advised to consult their Faculty Advisors while preparing the SGPs:
 1. Historical evolution of the Department/Organization/Service Group.
 2. Relevant laws governing the organizational structure, size and functions of the Department/Organization/Service Group.

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

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