



**NATIONAL INSTITUTE OF MANAGEMENT
QUETTA**

ACADEMIC GUIDELINES

&

JOINING INSTRUCTIONS

28th Mid-Career Management Course

**Issued by:
Training Wing**

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National Institute of Management, Quetta



ACADEMIC GUIDELINES

CHAPTER-1

GENERAL

1.1 Aim

The Aim of the Academic Guidelines & Instructions handbook is to provide information about modalities of various important training activities, which form part of the Course Curriculum. In addition, some administrative aspects have been included for information of the participants.

1.2 Organization

National Institute of Management; a constitute unit of (NSPP) National School of Public Policy, conducts Mid-Career Management Course (MCMC) for BS-18 officers who are likely to be promoted to BS-19.

1.3 History

The National School of Public Policy (NSPP) in Pakistan was established under the Ordinance No. XCIXX of 2002. 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 ultimately improve service delivery and policy outcomes.

Upon induction of Mr. Azmat Ranjha, as Rector NSPP, and in line with the new vision spelt out by the Government of Pakistan, a substantial increase in the intake of the participants has taken place. At present MCMC is being conducted at NIM Karachi, Peshawar, Quetta, Lahore and Islamabad.

National Institute of Management, Quetta is located on the Samungli Road, near FIA building, opposite to Samungli Housing Scheme Quetta.

1.4 Vision of the Mid-Career Management Course

“Introducing excellence in public service delivery through capacity building and inculcation of skills and values essential for good governance”

Chapter-2: TRAINING MODALITIES

(TO BE READ IN CONJUNCTION WITH SYLLABUS BOOK)

2.1 Training Modules and Conduct

- a) The curriculum of the Course comprises of six study Modules spread over three terms as under:
- | | |
|------------|--|
| Module-1A | BCL – Basic Computer Literacy – Concepts, Skills, Tools for effective Management |
| Module- 1B | ICT - Role of ICT in evidence based Decision Making for Effective Service Delivery |
| Module – 2 | Institutional Framework of Public Management and Important National Issues |
| Module – 3 | Administrative Structures and Governance Issues |
| Module – 4 | Management Skills for Effective Public Service |
| Module – 5 | Economic Development and Public Finance |
| Module – 6 | Research and Research Methodology, Local Visits & Inland Study Tours |
- b) Besides above mentioned modules, basic computer literacy (BCL) and Information Communication Technology (ICT) in evidence based decision making for effective service delivery are also included in the syllabus of the course
- c) Each Module/Study is sponsored by a Faculty member, who is responsible for organizing and conducting it in accordance with the curriculum under the overall guidance of the Chief Instructor/Director General NIM.
- d) Sessions would be generally held in NIM Class room. 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 implementation.
- e) Aim, Scope, and Study Topics for each Module are reflected in the Syllabus Book which is available on the Institute website www.nimqta.edu.pk

2.2 Simulation Exercises

Simulation Exercises will be used to bring the real life environment into class room. In simulation exercises the participants are given a role and instructed to determine their actions using given information while sitting at simulated desks. The general and common aim of these Exercises is to offer an opportunity to the participants to apply their knowledge and skills for formulating the methodology for evolving a comprehensive approach for problem-solving at the federal, provincial and district levels.

Main emphasis would be on ‘HOW TO THINK’ and not ‘WHAT TO THINK’.

2.3 Case Study Research (CSR)

Case Studies Research will be used to learn from past event, history or concept. Main purpose of these case studies are to develop problem solving skills, and to find the causes of events occurred in past. It helps to understand the context and develop and devise workable solutions.

During the mandatory course, different cases particularly related to public sector issues will be given to study at the syndicate level. The respective syndicates are required to come up with their own plans, programs and solutions based on deliberations and consensus development.

2.4 Book Review

Book review Training events will be conducted to help the trainees in developing critical analysis. Each participant will be assigned to review a book. The assignment will be

	<u>Days</u>	<u>Event</u>	<u>Time</u>
a.	Monday To Thursday	Research	0800-0900 hrs & 1430-1700 hrs
		Class Activity	0900-1630 hrs
		Lunch/Prayer	1400-1500 hrs
b.	Friday	Research	0800-0900 hrs
		Class Activity	0900-1350 hrs
		Lunch/Prayer	1430-1530 hrs
c.	Saturday	Holiday	

completed as per the guidance, format and style of faculty. On the accomplishment of task, each participant will prepare and present a comprehensive Book Review Report.

2.5 Classroom Modalities

a) Generally the class sessions at NIM would be as under:

Note: Owing to certain compulsions these could be extended by the **Chief Instructor and Director General** NIM utilizing morning and afternoon Research Hours:

- b) Classes will commence daily with recitation from the *Holy Quran (Tilawat)*. Participants are required to be seated five minutes before the start of every session.
- c) Sponsoring Faculty will introduce respective guest speakers. Participants are expected to rise on arrival of guest speaker(s)/panelists as a mark of respect.
- d) After the Lecture Discussion (LD) or Panel Discussions (PD) the length of Question and Answer (Q & A) sessions will approximately be 30-40% of the duration of the session/sessions.
- e) Tea dispensers have been made available for self service. However, participants are supposed to ensure least disruption to the class proceedings.
- f) The Research Period(s)/day(s) will be utilized for research work on Individual Research Paper (IRP), Case Study Research (CSR), Simulation Exercises, Course Review Committee Meetings etc, and may also be used for discussion on Book Review and Research work.

2.6 Study Tours

a) **Inland Study Tour**

The Inland Study Tour will be held during the course with a view to broaden the horizons of the participants, as well as providing a meaningful learning experience. In the study tour, participants will have interaction with individuals and organization in the public and private sectors, also with civil society, who have contributed and continue to contribute towards policy formulation and its implementation in social, economic and administrative arenas. Participants will be divided into groups according to the modality of the visit; groups will present a post visit report/presentation about their learning and propose way forward.

b) **Local Visits**

Participants will visit various public and private organizations in Quetta and adjoining areas. Briefings and presentations shall be arranged by these organizations so as to familiarize the participants with the management philosophies and techniques utilized by these organizations. Each group will

also reflect the learning experience and way forward in their report in the form of Post Visit Presentation (PVP's) .

2.7 Presentations

a) Current Issue Presentations (CrIPs)

Each participant will make presentation on a Current Issue of his choice relating to politics, economics, social issues, religion, and ethics etc. which are *currently* in public debate. The presentations shall commence from the second week of the course in alphabetical order. Each presentation will be for 30 minutes, of which presentation time would be 20 minutes followed by 10 minutes of a Question and Answer Session.

b) Course Review Committee Meetings

Course Review Committees will be constituted comprising of 7 to 8 members including a final committee. The Committees will convene meetings fortnightly and propose solutions, remedies, feedback for improvement of different milestones of the course.

The Committees will also share the changes or other proposals with the final Course Review Committee, in the preparation of Review Report. The schedule of the Course Review Committee Meetings will be notified in the weekly training schedule.

2.8 Individual Research Paper (IRP)

a) Each participant is required to write one Individual Research Paper (IRP). Participants will select *three* topics for the IRP out of the list provided by the Institute and also suggest *three* topics of their own choice in order of priority. The Institute reserves the right to assign any other topic to the participant. Selected topics along with the name of nominated Faculty Advisors will be conveyed to the participants.

b) The participants can seek detailed guidance from their Faculty Advisors about any aspects of the IRP.

c) The participants are required to submit **1 hard copy and 1 soft copy of EACH Report** that they would submit during the course (i.e. IRP, to their respective Faculty Advisor / Faculty Member and to the program section).

- d) IRP will be closely monitored by the Faculty Advisor, Chief Instructor and Director General. Therefore participants are cautioned to make an effort for producing quality research paper on their own, any malpractice or plagiarism would be strictly taken in account. Presentation of related IRPs will be made in the class.

Warning:

It is strictly warned to all participants that any breach of discipline regarding IRP writing will not only result in immediate withdrawal from the course but may also result in initiation of proceedings due to misconduct.

2.9 Syndicate Meeting (SM)

- a) Syndicate in the academic sense refers to a small group of participants who get together under guidance of Additional Directing Staff (ADS) who is a Faculty Member, in order to hold discussions on significant issues relating to the curriculum. The aim of the Syndicate meeting is to enable Faculty to develop a close interaction with a small group of participants 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 requirements. In addition, a few short exercises may also form part of the Syndicate activities.
- b) Syndicates are constituted in each of the three Terms with a mix of participants representing various departments/ occupational groups. Each syndicate will have a sponsor ADS. Each syndicate will also have a Syndicate Coordinator from amongst the members of their syndicate, who will be nominated by the respective ADS. All Syndicate Members will be held in designated Syndicate Rooms, which will be notified separately at the beginning of each Term.
- c) Participants will visit important institutions and organizations located in Quetta and each Syndicate group will be required to *critically* analyze a prescribed aspect of the organization visited. The syndicate will then present its findings before the entire class.

2.10 Synopsis Writing (Synp)

Each participant will be tasked in turn to WRITE a Synopsis of at least one lecture discussion held during the Course. The Synopsis shall normally consist of

around 1000 words. The write-up should focus on the *Central Theme* and *Recommended Policy Options* as spelt out by the Guest Speaker(s). The concerned participant will prepare the following number of copies of synopsis and hand them over to Deputy Director (Program) the next day **it means within 24 hours positively**:

- a) Hard Copy (3) printed on both sides of paper
- b) Soft Copy

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

In each term, an exercise is held in the form of writing an Analysis Paper. The aim is to provide participants with an opportunity to demonstrate their *analytical* skills. 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 answering the Paper. For detailed scope and conduct, refer to Syllabus Book which is available on the website. Analysis Paper debriefing session is held after each AP.

2.12 Peer Rating (PrR)

In each Term, an exercise is held in the form of *Peer Rating*. The aim is to develop the skill among participants to rate their colleague participants on the basis of **three** different shades of their personality i.e. “As a Friend”, “As a Leader” and “As a Professional”. For detailed conduct of PrR exercises, please refer to the Syllabus Book.

2.13 Basic Computer Literacy (BCL)

- a) At the time of joining, each participant is expected to have reasonable proficiency in computer handling/literacy. However, with a view to refresh their knowledge, a Computer Literacy Week will be organized. the 1st week of the course commonly known as Basic Computer Literacy (BCL) week.
- b) The first week of the Course will be utilized for Computer Literacy classes with an aim to acquaint participants with a working knowledge of computers. This will help 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 the *buddy* of one novice participant. The former will have to attend evening

classes till his novice also qualifies the test conducted to assess the level of proficiency attained.

- d) Each participant is expected to acquire sufficient computer operating skills to prepare his/her own Power Point slides for presentations, type scripts and to surf the net for information.
- e) For presentations, participants themselves will do all their computer handling. However colleagues may assist one another while making presentations.
- f) Each participant will be guided and trained to use different kinds of available data as a source of evidence, for policy formulation and implementation at the workplace.
- g) Skills will be improved to use Information Communication Technology (ICT). Trainees' competence will be enhanced for better use of data and gadgets.

2.14 Reproduction Section

- a) Reproduction Section is equipped with computer, printer, scanners and photocopy machine. It is advised that Printing should be made on both sides of a paper.
- b) In case of more than 10 pages of printing in the reproduction section, the participant should get a slip from Additional directing Staff (ADS), Coordination.

2.15 Institute Library

- a) The Institute has well equipped Library containing books & periodicals relevant to the Courses at National Institute of Management. Books are classified according to the internationally recognized *Dewey decimal classification System Edition 20*.
- b) Some books, including course books are issued according to a "self-searching 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 15 days at one time. Not more than 5 books can be

drawn at one time.

- c) 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.
- d) 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. These can only be got issued for studying within the Library premises. Journals or periodicals are kept in the periodical room. These are also placed under the category of reference material.
- e) The Library timings are as under:
 - i) Monday to Thursday 8:00 a.m. to 09:00 p.m.
 - ii) Friday 8:00 a.m. to 12:00 Noon
& 4:00 p.m. to 9:00 p.m.
 - iii) Saturdays 8:00 a.m. to 09:00 p.m.
 - iv) Sunday 10:00 a.m. to 3:00 p.m.

2.16 Course Coordinator

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

2.17 Submission of Papers/Written Assignments

- a. **IRP & IST** The participants are required to prepare 3 hard copies (one copy

each) for Faculty Advisor and two for Additional Directing Staff (Coordination) / Documentation Officer). Soft copies of each report will be submitted during the course to their respective Faculty Advisor/Faculty Member and Documentation Officer.

b. **Simulation Exercises Reports/ Hands Outs** Only 5 copies of final reports and handouts will be submitted by the Syndicate Chairperson and RAG Leader (one copy for Faculty Advisor and remaining four copies for Additional Directing Staff (Coordination)).

2.18 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. In cases of illness and emergency, written approval of the Chief Instructor and Director General NIM is required. The participant should route the application through Course Coordinator, who will give it to Additional Directing Staff (Coordination) for process and obtaining approval from the Competent Authority.

ATTENDANCE POLICY: Any Participant who misses a total of 04 days of Course study (whether with prior 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.*

2.19 Penalties

In case of violation of discipline, attendance policy and administrative instructions **Advices, Cautions and Warnings** will be issued by ADS (Coordination), Chief Instructor or Director General respectively, which may affect their Evaluation Report of the Course.



National Institute of Management, Quetta



JOINING INSTRUCTIONS

1.1 Registration

Upon registering, participants would receive their NIM Quetta name badges. Participants are required to wear their name badges at ALL times to assist the faculty, other participants, Guest Speakers and Mess Staff for identification.

1.2 Pay and Allowances

Participants shall draw their Pays and allowances from their parent departments/organizations according to the stipulated procedure throughout their stay at the institute.

1.3 Mess

- (a) The Institute has Mess arrangements for provision of refreshments during break, lunch and dinner for participants.
- b) Dining Hall remains closed when the classes are in progress.
- (c) Meals are *only* served *in the dining hall*.
- (d) Meals are *only* served *on stipulated timings* on all days.
- (e) No guest or visitors are allowed in the dining hall, however, in special case the permission of DD(A&F) through ADS(Coordination) will be sorted and Rs. 500/- per meal per guest will be charged.
- (f) Dress Code for the Mess:
 - (1) Closed Collar/ Combination or
 - (2) Shalwar-Qameez with Waist Coat

1.4 Visitors

Attendance in lectures, panel discussions, syndicate, group discussions, workshops and seminars are all restricted to the participants, the faculty and the visiting faculty. Visitors are not permitted to attend any academic session.

1.5 Sports

- (a) Sport facilities like Table Tennis, badminton, billiards, chess are available in the Institute. It is expected of all participants to engage in games/physical activities. Participants are expected to take part in games for at least three days in a week. There would also be competition. Secretary of the Sports

Committee would regulate all sports activities in coordination with the Sponsor Additional Directing Staff.

- (b) All participants should come equipped with their *ownsports* gear, shoes and equipment for the sports facility they wish to avail.
- (c) **Dress for sports:**
 - (1) Track Suit
 - (2) Joggers/Tennis Shoes
 - (3) Shorts/Sports T Shirt
- (d) Markers are available for Table Tennis.
- (e) Competitions will be held at the end of the Course (approximately wk-08) for the following sports:-
 - (1) Badminton (Singles)
 - (2) Badminton (Doubles)
 - (3) Table Tennis (Singles)
 - (4) Table Tennis (Doubles)
 - (5) Walk
 - (6) Volley Ball (Teams)
 - (7) Snooker
 - (8) Chess
 - (9) Any other assigned

1.6 Sports Committee

- (a) Sport Committee will be constituted from amongst the participants with following appointments:
 - (1) President / Chairman
 - (2) Secretary (responsible for organizing all sports events)
 - (3) Two members
- (b) **Tasks of the Committee**
 - (1) Secure membership from participants for each Sport.
 - (2) Ensure organizing regular games for the participants as per timing reflected in the weekly program.
 - (3) Organize Sport competitions for all Sports in consultation with the administration.

- (4) Organize prize distribution ceremony at the end of the Course under coordination of Admin.

1.7 Cultural Committee

Cultural Committee will be constituted from amongst the participants for each term with following appointments with the duty to organize cultural night in each term:

- (1) Chairman/ Chairperson
- (2) Secretary (responsible for organizing all cultural events in each term)
- (3) 5-7 members

The cultural committee will ensure the cultural dresses of participants at cultural nights and will arrange cultural music on the said night and also motivate other participants to take part in the different events actively.

1.8 Telephone

- (a) Mobile Phones are NOT ALLOWED in class, library and Syndicate Rooms.
- (b) *Telephone PTCL messages shall not be communicated to the participants in the classrooms* except in rare cases of emergency with the permission of the Faculty member incharge. The messages shall be noted by the Receptionist and promptly communicated to the participants concerned during break or after the conclusion of the session.
- (c) The Institute has **PABX** telephone exchange, numbers of which are **081-99203381-4**. The participants are not allowed to make or receive telephone calls or messages when the classes are in session.

1.9 Postal Arrangements

Outgoing

0800 to 1400 hours.

The incoming post is received by the Receptionist and diary and Dispatch clerk and is distributed among participants. The participants may receive mail at the following address:

C/o

Additional Directing Staff (Coordination)

National Institute of Management,
NIM,
Samungli Road,
Quetta.

1.10 Fax /Website

The NIM Fax number is 081-9203350& 081-9203365, which can be utilized for incoming faxes. **Email for NIM is nimqta@gmail.com**. The **website** of Institute is **www.nimqta.edu.pk**

1.11 Medical Facilities

- (a) The National Institute of Management (NIM) has a private medical officer Dr. Abdul Malik (Telephone 081-2828326), who attends from 1000 – 1330 hours and 1700 – 1900 hours on Monday to Friday except Saturday and Sunday. The participants of MCMC can avail clinical services from the medical officer however; they are requested to pay for medicines
- (b) Serious cases are referred to CMH in accordance with entitlement. Reimbursement is to be claimed from the respective department/ organization.

1.12 Private Use of Institute's Vehicles

- (a) There is a heavy pressure on Institutes' vehicles. However these shall be made available for departure/arrival and medical purposes.
- (b) Requests for casual use of Institute transport shall be addressed to admin on a requisition form available with Deputy Director (A&F), who will keep the Course Coordinator, informed of such demands.
- (c) Transport facility (if available)will be provided by the institute to the participants for their field visits, research work, simulation exercise assignments and study tour. Schedule of the field visits will be managed in collaboration with the Additional Directing Staff and admin officer.
- (d) For private use, staff car will be deputed on payment at prescribed rate plus overtime allowance to the driver subject to availability.

1.13 Car Parking

- (a) Parking area in the Institute has been specified within the premises of the institute.
- (b) Participants however, must obtain Parking Sticker from the Administration/ Program Section.

1.14 Smoking

The NIM has a no-smoking policy. Therefore **smoking is not permitted** in any covered area within the campus, particularly, Library, Computer Laboratory, Syndicate Rooms, Offices and Dining Hall having been declared as, **No Smoking Zone**.

1.15 Dress Code

- (a) For all indoor/outdoor activities following Dress Code will be observed:
 - (1) All working days (Monday to Thursday):
 - Lounge Suit along with shoes with laces
 - (2) Friday:
 - Shalwar-Qameez with black/ Tan blue waist Coat. Shoes without laces (moccasins shoes); Or Lounge Suit

1.16 Flash Drives and Android Mobile

In their own interest, the participants may bring with them their personal flash drives which will be of great utility to them in collection of data for their research topics and preparing presentations etc.

To take the maximum benefits of ICT and Evidence Based Decision Making events and activities of classes, participants are advised to bring with themselves the Android Mobile having the following specifications:

Operating System:	Android 4:2 Jelly Bean
Memory:	512 MB/4 GB ROM
Processor:	Upto dual Core
Connectivity:	Bluetooth, Wifi, GPRS

1.17 LAPTOPS

The participants are advised to bring their personal laptops minimum specification is core-i5 for their use during the course specially BCURE Workshop (Simulation Exercise).

Following basic essentials are required to be known by the participants before joining MCMC:

1. On/Off of Computer
2. Internet Browsing
3. Preparation of Email address and use of email
4. Website opening and copying
5. Use of Windows
6. Use of USB

1.18 Hostel Facility

There is a well furnished hostel consisting of 51 rooms. The participants will be served rooms on double occupancy basis during the course.

1.19 Special Instructions

Except staff car driver, no other security guard/policeman and vehicle other than staff car of participant are allowed to enter in the premises of NIM Quetta.

1.20 Photographs

Participants shall be required to submit **five** latest passport size photographs (in closed collar) on the date of joining.



National Institute of Management, Quetta

INSTITUTE FACULTY
&
ADMINISTRATION

INSTITUTE FACULTY AND ADMINISTRATION

Khawaja Shaukat Hussain

Director General/Chief Instructor

Khawaja Shaukat Hussain, Director General/ Chief Instructor NIM Quetta academically holds Masters in Commerce and Public Administration with graduation in Law. Since 1990, the officer has been engaged in Training and Development of courses at NIM Karachi, he attended mandatory Training of Senior Management Course and various National and International courses under Islamic Development Bank IDB, ENA training in Paris and BCURE training as Ambassador of Evidence by Harvard Kennedy School Evidence for Policy Design in cooperation with Nepal Administrative Staff College (NASC) and UK Aid. As a faculty he conducted sessions in the training program specially in the area of Capacity Building Using Research as Evidence, BCURE. During his service in the entire NSPP he was the only Chief Instructor conducting the Mid-Career Management Course and Senior Management Course simultaneously at the same time in NIM Karachi for many years after his promotion as Chief Instructor in 2013. He has the credit of running four mandatory courses in a year as Chief Instructor at NIM Karachi.



Khawaja Shaukat Hussain has been on the roll of Centre for Economic Research in Pakistan (CERP) as faculty for conducting BCURE at NIM Quetta and NIM Karachi under the umbrella of Harvard Kennedy School, United States of America (USA). As a frequent traveler, Mr. Hussain travelled to India, Dubai, France, Qatar, Nepal, Kingdom of Saudi Arabia also all cities of the State of Islamic Republic of Pakistan and AJK & IJK. Khawaja Shaukat Hussain was nominated for the Civil Award of Tamgha-e-Imtiaz in 2016 for his meritorious services in Training and Development.

On his credit he held the position of Director General BPS – 21 in NIM Karachi and Quetta on the direction of NSPP several times, as and when required to look after the affairs of the Institute as Director General.

Syed Farzand Ali

Additional Directing Staff (Coordination)

Syed Farzand Ali joined service at NIM on 1992. He holds Master Degrees in Physics and Computer Science and Diploma in Information Technology (IT) from COMSAT Islamabad. He has great deal of efforts



for conducting many Advanced Courses for Senior Officers of BPS-19 and diverse short courses in Gender Main Streaming & Computer skills sponsored by UNDP. . He has planned and conducted the Mid-Career Management Courses from MCMC-1 to MCMC-25. In 2008, he was posted as Deputy Director (Program), performing all the duties such as Scheduling, Assessment, result compilation and assisting Chief Instructor in academic and course management activities. In 2012, he was given the charge of Additional Directing Staff (Coordination) keeping in view in past performance and dedication towards his duties. Furthermore, he has technically managed all the course affairs related to the assignments of ADS (Coord). He has also performed his responsibilities as Deputy Director (A & F) and most importantly, he has conducted internal audit of NIM Quetta several times.

Azood-ul-Mehdi

Additional Directing Staff

The officer is from Pakistan Custom Services. He did Masters Degree in Political Science from Balochistan University Quetta and Master in Business Administration from LUMS Lahore. He joined service in 2001, attended 28th Common Training Program and further underwent the Specialized Training in Directorate of Training and Research (Customs) Karachi.



The Officer has been performing his duties on different key posts such as Assistant Collector and Deputy Collector of Customs in Quetta and Karachi. He has also worked as Secretary Federal Board of Revenue as well as Deputy Collector of Sales Tax Islamabad. He has been member of different promotion committees of Inspectors of land Customs in Quetta and Islamabad. The Officer successfully attended 19th Mid-Career Management Course in National Institute of Management Quetta and also attended one month's course at IBA Karachi on Management and Information Technology. The Officer has to his credit the completion of the pilot project of Computerized Goods Declaration (GD) for Karachi customs port. He was posted at this Institute as Additional Directing Staff in January 2019 as faculty and has qualified the 25th Senior Management Course from National Management College, Lahore.

Jahanzeb Khan

Additional Directing Staff

Mr. Jahanzeb Khan has joined National Institute of Management Quetta as Additional Directing Staff in June 2018. As far as qualification is concerned the officer has done Masters in Governance, Policy and Political



Economy from Erasmus University, Rotterdam, Netherlands. He has also done Masters in Chemistry with distinction from the University of Balochistan.

The officer has the honor that Harvard University invited him to participate in the Global Policy Dialogue held at the Harvard Kennedy School of Governance USA in 2017. His areas of interest are policy, governance, development studies, transportation, poverty alleviation and healthcare management.

The officer belongs to Railways Transportation and Commercial Group. He has vast experience of more than fifteen years of serving in public and development sectors. He has served on various important positions such as and Deputy Secretary Japan Wing, The Economic Affairs Division, Islamabad, Section Officer, Finance Department and Deputy Secretary, Fisheries & Coastal Area Development Department, Government of Balochistan; Divisional Transportation and Commercial Officer, Divisional Personnel Officer, Pakistan Railways and Regional Program Director in People's Primary Healthcare Initiative Balochistan.

Muhammad Aslam Ghani

Additional Director Research

Mr. Aslam Ghani joined National Institute of Management Quetta on 11th September, 2017 on deputation, while working as Director Revenue in WASA Quetta. He holds Masters Degrees in Business Administration (Human Resource Management) from Preston University Islamabad and Urdu Literature from University of Balochistan. Diplomas in Information Technology, Computer Science and Graphic Designing. He has around 25 years work experience on various positions in various organizations/departments. Being Director Revenue, he brought out of box / innovative changes by launching Web Site, introducing online duplicate bills and online payments. He doubled the revenue in just one year. As Deputy Director Administration, he single handedly, managed to frame long awaiting QWASA Employees Service Regulations, got it approved/published from competent forum, which solved a lot of administrative problems being faced by WASA since its establishment in 1989. In the capacity of Administrative Officer, he setup Office of the Project Management Unit for one of the mega project in Balochistan i.e. Quetta Water Supply & Environmental Improvement Project (QWSEIP).He actively involved in educational activities under Non-Formal Education Directorate and written various stories and articles for years. He qualified 14thMid



Career Management Course in 2012 from NIM Quetta. During his service, he worked with national and international consultants and gained significant experience.

He remained very good athlete, travelled throughout Pakistan on bicycle, played under nineteen/first class cricket and still a good player of badminton.

Khalid Mahmood Lashari

Deputy Director (Program)

Mr. Khalid Mahmood Lashari joined NIM Quetta in 2006. He did M.Phil in Public Policy and Masters in Computer Sciences. He has very good command in Web Designing and Development as well as Digital Painting, Sketching, Islamic Art and Arabic/Urdu Calligraphy. He has conducted IT Phase of Advance Management Courses (AMC) and Mid-Career Management Courses (MCMC). Besides, he has also conducted short courses in Computer for UNDP, Pakistan Audit and Accounts Academy, Asian Development Bank supported programs like Balochistan resource Management Program (BRMP), Decentralization Support Program (DSP) and other organizations.



He has vast working experience on various positions like IT, Procurement, Administration and Training. He has served seven years as Deputy Director (Program) at NIM Islamabad and played a key role in establishment of the Institute.

Mr. Mansoor Yousaf

Assistant Director IT/Audio Visual Officer/ DD (A&F)

He joined NIM Quetta in 1991. He holds Master's degree in Political Science and also has Post Graduate Diploma in Computer Sciences. He has assisted in MIS Phase of Advance Management Courses and MCMC. Besides, he conducted short courses in Computer studies for UNDP and other Organizations. He also performed duties as Accounts Officer, DD (Programme) and Transport Officer for more than six years. He is head of the I.T. section. Currently, he is holding the charge of Deputy Director (Admin and Finance).



Mr. Muhammad Ramzan Awan

Assistant Director (Admin)

He has been serving in this Institute since 2001. He got his masters degrees in International Relations, Political Science and Urdu from the University of Balochistan, Quetta. He has more than 25 years experience in Administration. He also has contributed in designing and conducting of short term training courses. He worked in the establishment and uplifting of NIM Library. He remained in touch with the developmental work of NIM-Quetta Complex since its commencement. He has rendered the services efficiently and effectively by attaining the aims and objectives of the Institute.



National Institute of Management, Quetta



LIST OF IMPORTANT TELEPHONE NUMBERS

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5.	Mr. Khalid Mahmood Lashari	Deputy Director (P)	081-9203351	0321-7816767	1110
6	Syed Zafar	Accounts Officer		0332-7902196	1109
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10	Mr. Khalid Wali	Protocol Officer		0333-7804788	1116
11	Masood Yousuf	Mess Officer	--	0323-8090602	1133
12	Mr. Muhammad Ramzan Awan	Asst. Director (Admin)	081-9203342	0346-8374708	1119
13	Mr. Tanvir	Library Incharge	--	--	1118
14	Mr. Farman Ali	PA TO Director General	081-9203340	0300-3833406	1112
Hostel					
15.	Reception	Hostel	--	--	1023
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