



PROGRESS THROUGH BETTER MANAGEMENT

MANAGEMENT OUTLOOK



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Editor
Muhammad Ovais

Assistant Editor
Ruqaiya Siddiqui-Fakhri

Graphics Designers
Wasi ur Rehman
Syed Faizan Shah



GOVERNMENT OF PAKISTAN, MINISTRY OF INDUSTRIES & PRODUCTION

PAKISTAN INSTITUTE OF MANAGEMENT

KARACHI

Head Office: Management House, Shahrah Iran, Clifton, Karachi-75600

Telephones: (021) 99251718 EPABX 99251711-14 - 35876954 Fax Nos: (021) 99251715 & 99251716

www.facebook.com/pim.com.pk

E-Mail: pimkhi@pim.com.pk, Web Site: <http://www.pim.com.pk>

LAHORE

Branch Office: 70-B/2, Gulberg-III, Lahore-54660

Telephones: (042) 99263133-35 - 35761893 Fax No. (042) 99263138 E-Mail: pimlhe@pim.com.pk

ISLAMABAD

International Islamic University, Faisal Masjid Campus, Faisal Avenue, Islamabad-44000

Telephone: (051) 9262610 E-mail: pimisb@pim.com.pk



EXECUTIVE DIRECTOR'S MESSAGE

All of us see dreams but how many of us actually strive to achieve these? Dreams are royal road to subconscious, according to Sigmund Freud. If you dream, you can achieve. Pakistan was a dream of millions of people of this subcontinent and it was properly and clearly spelled out by Allama Muhammad Iqbal and under the leadership of Qaud-e-Azam, Muhammad Ali Jinah, we got it.

Everything starts with a dream or in management we call it a Vision. Nature has favored those who had a vision and then strategic intent to work for it. Vision is then translated into mission and then one has to perspire to complete the mission. Clarity of vision and practicality of mission make the job easier and everyone gets involved and tries to achieve and success welcomes them.

So, keep watching dreams and keep achieving!

Mohammad Abid Hussain
abidsabri@gmail.com



EDITOR'S NOTE

Am I on the right path? Am I right? Am I doing the right thing? These questions bothers our minds several times when we are doing something big and/or new. How do I know I am right?

One can use different criteria to justify one's rightness. One principle is 'greatest good', if something is benefitting most of the people then it is right. One may have justification that it is good for me or my family, so it is good. One may justify by focusing only on economic or financial dimension of the decision/action. One may have justification from religion or patriotism or nationalism. Another justification may be 'best right now'.

All the justification may be valid according to the decision maker, but using multiple criteria seems to be better. Choose something that our religions allows and that benefits most of the people and definitely people include oneself as well.

Keep learning and moving on. This is life.

Keep reading 'Management Outlook'. Happy learning!

Allah SWT bless us all.

Muhammad Ovais
pimorgdev@gmail.com

Common Safety Hazards at Workplaces



By Ruqaiya Siddiqui - Fakhri,
PIM Faculty

Only a responsible employee or employer is able to take an active approach when it comes to detecting and handling hazards.

Look at your workplace critically. What hazards can you see? In the hectic atmosphere of most workplaces, it's unrealistic to think we can eliminate every hazard overnight. But take a moment to talk and discuss about what you notice with your colleagues and continually encourage employees to report any risks they notice at the workplace.

Very often, it has been observed that when people have been working in an organization for a long period of time, they tend to become a little complacent about any risks around them. So, "okay, we will take care of that later," may become a mindset.

This complacency may be seen in, into how we handle some seemingly insignificant "everyday" safety matters; for example that slightly loose rung of the ladder that may be repaired later; the leaky gas pipe near the cafeteria, open manhole near the parking area or even perhaps a loose door hinge at the entrance- And because these seem not to be urgent we keep forgetting or stalling the action.

However, avoiding these 'little' procrastinations may cause a major safety blunder.

Following are the most common safety hazards that need to be addressed without any delay, which may be present in most workplaces at one time or another.

They include unsafe conditions that can cause disasters leading to injury, illness and death.

Safety Hazards may include:

- Simple water spills on floors or of hazardous substances or tripping hazards, such as cords running across the floor uneven carpeting or tiles/mosaics

or any other obstruction that can cause serious injuries

- Working from heights, including ladders, scaffolds, roofs, or any raised work area which may not be properly secured. The fall hazard is not only about doing work and falling off the roof – it is also the equipment on top of that roof. These are hidden places which tend to be ignored.

- Other hazards may result from equipment or machine failures and misuse or incorrect, out dated or inadequate training and information. Further common risks are posed by hazardous structural failures.

- Unguarded machinery and moving machinery parts; guards removed or moving parts that a worker can accidentally touch. Other machinery-related hazards (lockout/tag-out, boiler safety, forklifts, etc

Very often, it has been observed that when people have been working in an organization for a long period of time, they tend to become a little complacent about any risks around them . So, "okay, we will take care of that later," may become a mindset.

- Hazards like frayed cords, live electrical wires, missing ground pins, improper wiring. Many electrical hazards spotted are related to inappropriate use of extension cords.

- Falling objects, falls, slips and trips can cause fractures, bruises, lacerations, dislocations, concussion, permanent injuries or death

- Confined spaces can cause suffocation, breathing problems and other health issues. Places that are mostly enclosed can become dangerous locations to work. Chambers, tanks, silos, vats, pits, trenches, sewers, drains, duct work, and unventilated or poorly ventilated rooms can increase the risk of death or serious injury. Welding, painting, flame-cutting, and the use of chemicals in small areas can create dangerous work conditions. Poor training can injure not only workers confined in these spaces, but also those

attempting to rescue them.

Here's yet another list for you, involving some of the dangers that can occur if you're not careful: lack of oxygen; poisonous gas, fume, or vapor; liquids and solids suddenly filling the confined space or releasing gases into it when they're disturbed; fire and explosions; residues left behind can give off gas, fume, or vapor; dust; and hot working conditions.

- Ergonomical hazards like repetitive, awkward movements could be affecting your back, posture, and more. Repetitive manual tasks may lead to overexertion and can cause muscular strain

- Improper signage, lighting and lanes can become a cause in being hit by moving vehicles

- Exposure to loud noise can cause permanent hearing damage.

- At workplaces where there is danger of being exposed to radiation; the importance of appropriate work-gear can never be under-estimated.

- Using of Ultra-violet, welding arc flashes, micro waves and lasers without proper protection can cause burns, cancer or blindness.

Simple Preventive Steps

1. Slips, trips, and falls

Accidents will happen, but there are simple steps that can be taken to ensure employees' safety, such as cleaning up spills, putting equipment (especially if there are trailing cables) back where they belongs, improving lighting, and requiring workers to wear slip-resistant footwear.

2. Electrical

Some basic electrical safety steps include: maintaining all electrical installations, choosing the right equipment for the job (workers can wear electrical hazard rated footwear), and replacing any damaged sections of cables. Faulty electrical appliances can sometimes lead to fire, too.

3. Fire

Fire extinguishers throughout the building (and maintenance of all fire-

fighting equipment) serve as part of a common workplace plan of action in case of an emergency. If employees work around flames, fire-resistant workwear should be required. Highly flammable materials should be handled properly, electrical equipment not in use needs to be switched off, and even something as simple as totally putting out a cigarette butt are precautionary measures. Employers and employees alike play a role in preventing fires from occurring in the workplace

4. Working in confined spaces

One fairly obvious way to reduce your risk from working in confined spaces is to AVOID ENTRY INTO CONFINED SPACES. Is it really necessary to go into said place and work there? If it's absolutely unavoidable, follow safety precautions. Include proper training and instructions in order to safely complete any necessary work and make emergency arrangements before you even start working.

5. Physical hazards

Doing what you're supposed to be doing (that is working hard and not doing dumb stunts) will help maintain a safe work environment. Employers are to ensure employees safety, and that includes educating workers on how to properly operate, work around, and take care of work equipment.

6. Ergonomical hazards

To improve efficiency, increase job satisfaction, and reduce the risk of fatigue, short-term pain, or illnesses, it is important to incorporate ergonomic principles within the workplace. Instead of doing the same thing over and over, task variety will minimize repetitive movements. Having an appropriate work pace gives the body time to recover after certain movements, like lifting. Work breaks also give the body time to recover, and they provide workers with a mental break, too.

Training can help employees learn exactly how to complete tasks in the best possible way to avoid strains and injuries. Being Organized is yet another helpful idea to make the workplace more efficient – having tools, materials, and equipment in easy reach doesn't make employees lazy...these strategies will improve production and make employees comfortable with their work environment.

7. Chemical hazards

These are what can make confined spaces so hazardous. When you're exposed to any chemical preparation (whether it's a solid, liquid, or gas), these can be potential chemical hazards. Cleaning products and solvents, vapors and fumes, carbon monoxide, gasoline, and flammable materials are all things that can damage your health. Skin irritations, burns, eye injuries, and blindness can occur if you're not careful. Solvents can easily catch on fire, and spray paint cans are capable of exploding. Hazardous substances must be labeled and include symbols with different class levels, so employees and employers, both know when to be cautious. Always read these labels and follow the directions and precautions precisely. If one does not know how to correctly use a product, don't use it.

Protect yourself and those around you by disposing of chemicals properly. Reducing the use of hazardous chemicals is a way keep the workplace safe. Providing adequate ventilation,

Always read the labels and follow the directions and precautions precisely. If one does not know how to correctly use a product, don't use it.

washing hands, minimizing exposure to chemicals, maintaining equipment to prevent leaks and breakdowns, and using personal protective gear, all minimize the effects of dangerous chemicals.

8. Biological hazards

Blood or other bodily fluids, bacteria and viruses, insect bites, and animal and bird droppings are all considered biological hazards. These are also called biological agents, and they can cause illnesses and diseases in humans. Parasitic worms and some plants are biological agents. Through physical contact, you can contract these illnesses, so it's important to practice good personal hygiene. Some infectious agents are transmitted directly (through physical contact, droplets from a sneeze or cough, or by an injection or puncture), while others are passed indirectly (by attaching themselves to food, water, or eating utensils, when an insect carries them from an infected person to a non-infected person, or when inhaled through the air).

Keep your immunizations up-to-date. Clean and disinfect – a lot. If you handle

bio-hazardous waste materials, please do so safely. Even if you think you're in the clear, blood and any other bodily fluids should always be handled as if they could be infectious. Wearing personal protective equipment, like gloves and masks can prevent infections from occurring as well.

9. Asbestos

Asbestos deserves its own ranking – it can lead to the development of breathing difficulties and mesothelioma (a type of cancer) after exposure, so it requires special mention. Asbestos fibers can pass through your lungs and stay there for many years. There's no way to remove the fibers once they've reached your lungs, and so far, there's no cure for the diseases they cause. There are three types of asbestos: brown (amosite), blue (crocidolite), and white (chrysotile). These are all potentially dangerous. The fibers are durable and resistant to heat and flame. They're thin and flexible, too, and have been used in consumer, industrial, automotive, and other building projects.

Workers that have to perform maintenance on buildings with asbestos are most at risk. Insulation, fire protection, and paints are some of places it can be found on buildings. To reduce your risk of asbestos-related sicknesses, decide how to prevent any disturbances of asbestos on the premises. If there's asbestos present, decide whether it should be removed or left in place – its condition will determine this.

10. Noise

Employers need to provide instruction to workers on how to minimize their risk, like how to use hearing protection. Equipment maintenance is important, as always, and employers should work to reduce the sources of noise if possible. Enclosing noisy machinery away from workers can help, and limiting access by keeping people out of noisy areas altogether can make a big difference in controlling exposure.

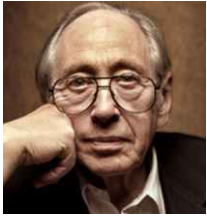
So, regardless of what your job, please be safe out there!

Rewarding employees for contributing to a safer (and therefore more secure and productive workplace) is important. You may be pleasantly surprised at how soon a safety conscious culture starts to take shape.

How well do you know your Management Gurus?

Find out your Toffler, Porter, Senge

Try the quotations quiz on some of the greatest management gurus of all time.



Alvin Toffler

An American writer and futurist, known for his works discussing modern technologies, including the digital revolution and the communication revolution, with emphasis on their effects on cultures worldwide.



Michael E. Porter

He is known to be the 'god of competitive strategy,' and his name comes among the Thinkers50's top 10 since the ranking was first compiled in 2001. A Harvard Business School professor, Michael Porter is an economist, researcher, author, advisor, speaker and teacher.



Peter Senge

Senge emerged in the 1990s as a major figure in organizational development with his book *The Fifth Discipline* where he developed the notion of a learning organization.

FIND OUT WHO SAID WHAT!

1 If all you're trying to do is essentially the same thing as your rivals, then it's unlikely that you'll be very successful.

2 Strategy is about making choices, trade-offs; it's about deliberately choosing to be different.

3 The essence of strategy is that you must set limits on what you're trying to accomplish.

4 In a period of economic downturn, the overwhelming instinct is to pare back, cut costs, and lay off. If you do that, do so with your strategy in mind. The worst mistake is to cut across the board. Instead, reconnect and recommit to a clear strategy that will distinguish yourself from others.

5 The essence of strategy is choosing what not to do.

6 You cannot force commitment, what you can do... You nudge a little here, inspire a little there, and provide a role model. Your primary influence is the environment you create."

7 The bad leader is he who the people despise; the good leader is he who the people praise; the great leader is he who the people say, "We did it ourselves"

8 Collaboration is vital to sustain what we call profound or really deep change, because without it, organizations are just overwhelmed by the forces of the status quo.

9 The most effective people are those who can "hold" their vision while remaining committed to seeing current reality clearly

10 The only sustainable competitive advantage is an organization's ability to learn faster than the competition.

11 You cannot force commitment, what you can do... You nudge a little here, inspire a little there, and provide a role model. Your primary influence is the environment you create.

12 The only sustainable competitive advantage is an organization's ability to learn faster than the competition.

13 You've got to think about big things while you're doing small things, so that all the small things go in the right direction.

14 The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn.

15 If you don't have a strategy, you're part of someone else's strategy.

16 You've got to think about big things while you're doing small things, so that all the small things go in the right direction.



Easy Time Management Tips



By Ruqaiya Siddiqui - Fakhri,
PIM Faculty

Do you feel that 24 hours are not enough for you? Are you always running short of time? Are you always stressed out because there is so much to do and never enough time to handle and complete all your chores?

If you never seem to have enough time, maybe it is because you are unable to manage time effectively. So what you should be doing is better manage your time. Proper time management will help you regain control of your days.

According to Emma Donaldson-Feilder, a chartered occupational psychologist, "The aim of good time management is to achieve the lifestyle balance you want."

Whether it's in your job or your lifestyle as a whole, learning how to manage your time effectively will help you feel more relaxed, focused and in control.

Here are top 7 tips for better time management:

Work out your goals

You must select, your priorities in life, what you want to achieve in your career or personal life. This will help you to build a guiding principle for how you spend your time efficiently and how you manage it.

Now, you have worked out the big picture. Then is the time to work out some short-term and medium-term goals. When you know your goals you will plan better and focus on the things that will help you achieve those goals.

Make a list

You will find that To-do lists are a good

way to stay organised. Just try it once and you will be hooked to it. Then you will never leave home without it.

What to do at work, what chores to do at home, what to shop, who to call and so on. Keep it realistic.

Keeping a list will also help you work out your priorities and timings. Be aware of the urgent/important tasks and non-urgent tasks that can be carried forward.

Make sure you keep your list somewhere accessible. If you always have your phone, for example, keep it on your phone.

Taking a powernap after lunch also helps to re-energise so you can manage time well. A power nap is a sleep session that happens during the day (ideally between 1:00 to 4:00 PM) lasting between 10 and 30 minutes

Focus on results

Good time management at work means doing high-quality work, not high quantity. So do focus on not on how busy you are, but on results.

Stay focused at one a job and get it done. Do not waste time on not so urgent work. Staying an extra hour at work at the end of the day may not be the most effective way to manage your time. However, staying focused and concentrating during office hours will get most of your job done. This is achieved by Time management.

Have a lunch break

There are many people who will skip lunch to get their work done. Research

shows that is not the best thing to do as it might backfire. Take short breaks by taking tea /coffee breaks, 2 minute walk or exercise Lots of people work through their lunch break, but Emma says that can be counter-productive. According to Emma "As a general rule, taking at least 30 minutes away from your desk will help you to be more effective in the afternoon." "You'll come back to your desk re-energised, with a new set of eyes and renewed focus."

Powernap

Taking a powernap after lunch also helps to re-energise so you can manage time well. A power nap is a sleep session that happens during the day (ideally between 1:00 to 4:00 PM) lasting between 10 and 30 minutes. Any longer and you run the risk of developing "sleep inertia" — that unpleasant groggy feeling that takes a considerable amount of time to shake off. And naps later than 4:00 PM can disrupt your regular nighttime sleep.

But these aren't hard-and-fast rules. Some sleep scientists, like the University of California, Riverside's Sara Mednick — author of *Take a Nap! Change your Life* — says that naps at different durations result in different benefits. For example, a 10 to 20 minute nap will provide a quick boost of alertness while mitigating the onset of sleep inertia. At the same time, she's not a huge fan of the 30 minute nap, saying that recovery often takes too long.

Interestingly, research has shown that six-minute naps, known as ultra-short sleep episodes, can improve declarative memory (i.e. a type of long-term memory that pertains to our ability to

recall facts and knowledge).

In Japan, where workers get less sleep on work nights than those in other countries, more and more companies are encouraging employees to sleep on the job, convinced that it leads to better work performance.

Okuta, a home renovation firm near Tokyo, allows its employees to take a 20-minute power nap at their desks or in the staff lounge. Introduced two years ago on the orders of the firm's chairman, Isamu Okuta, it has proved a huge hit.

Planning your day with a midday break will also help you to break up your work into more manageable chunks.

Prioritise important tasks

Tasks can be grouped into four

categories:

- urgent and important
- not urgent but important
- urgent but not important
- neither urgent nor important

You must select your priorities in life, what you want to achieve in your career or personal life. This will help you to build a guiding principle for how you spend your time efficiently and how you manage it.

People with good time management concentrate on "not urgent but important" activities. That way they lower the chances of activities ever becoming "urgent and important".

The objective is to learn how to become better at reducing the number of urgent

and important tasks. Having to deal with too many urgent tasks can be stressful.

Practise the 'four Ds'

One study found that one in three office workers suffers from email stress. Making a decision the first time you open an email is crucial for good time management.

According to Emma :

- Delete: you can probably delete half the emails you get immediately.
- Do: if the email is urgent or can be completed quickly.
- Delegate: if the email can be better dealt with by someone else.
- Defer: set aside time later to spend on emails that require longer action.

Inspirational Stories

The Cockroach Theory for Self Development

*Speech by **Sundar Pichai** – an IIT-MIT Alumnus and Global Head Google Chrome*

At a restaurant, a cockroach suddenly flew from somewhere and sat on a lady.

She started screaming out of fear. With a panic stricken face and trembling voice, she started jumping, with both her hands desperately trying to get rid of the cockroach.

Her reaction was contagious, as everyone in her group also got panicky.

The lady finally managed to push the cockroach away but... it landed on another lady in the group.

Now, it was the turn of the other lady in the group to continue the drama.

The waiter rushed forward to their

rescue. In the relay of throwing, the cockroach next fell upon the waiter.

The waiter stood firm, composed himself and observed the behavior of the cockroach on his shirt. When he was confident enough, he grabbed it with his fingers and threw it out of the restaurant.

Sipping my coffee and watching the amusement, the antenna of my mind picked up a few thoughts and started wondering, was the cockroach responsible for their histrionic behavior?

If so, then why was the waiter not disturbed? He handled it near to perfection, without any chaos.

It is not the cockroach, but the inability

of those people to handle the disturbance caused by the cockroach, that disturbed the ladies.

I realized that, it is not the shouting of my father or my boss or my wife that disturbs me, but it's my inability to handle the disturbances caused by their shouting that disturbs me.

It's not the traffic jams on the road that disturbs me, but my inability to handle the disturbance caused by the traffic jam that disturbs me.

More than the problem, it's my reaction to the problem that creates chaos in my life.

Confused and Misused Words

Use words correctly and enhance your personal and professional success

1. What is the difference between Abate and Abet?

Abate :

- (A) Become less
I left home when the storm had abated.
- (B) Make less
People are campaigning to abate the noise in the cities.

Abet :

- (A) Help or encourage somebody to commit an offence or do something wrong
He was abetted in these illegal activities by his wife.
- (B) Encourage a crime
You are abetting theft.

2. What is the difference between Accessory and Accessory?

Accessory :

- (A) A person who helps another in a crime
He was charged with being an accessory to the murder.
She was made an accessory to the crime.

Accessory :

- (B) Something extra, helpful, useful, but not an essential part of What are the accessories of a car?
- (B) Small articles of a woman's dress
Can you name the accessories of a woman's dress?

3. What is the difference between Alternate and Alternative?

Alternate : (adjective)

- (A) Happening or following one after the other
This is a pattern of alternate circles and squares.
He passed through alternate triumph and despairs.
- (B) Every second (2nd)
I meet him on alternate days.
This college remains open on all alternate days.

Alternative : (adjective)

- (A) Available in place of something else – other
He found alternative means of transport.
The alternative book to study for the examinations is New Approach Learner's Grammar.

4. What is the difference between Admission and Admittance?

Admission :

- (A) Entering or being allowed to enter a building or society or a club or school or college and so on

Admission to the club is restricted to its members only.
Admission to this university depends on the examination results.

How does one gain admission to a medical college?

Admittance :

- (A) Allowing somebody or being allowed to enter especially a private place – right of entry
He was refused admittance to the house.
No admittance – Keep out.

5. What is the difference between Antic and Antique?

Antic :

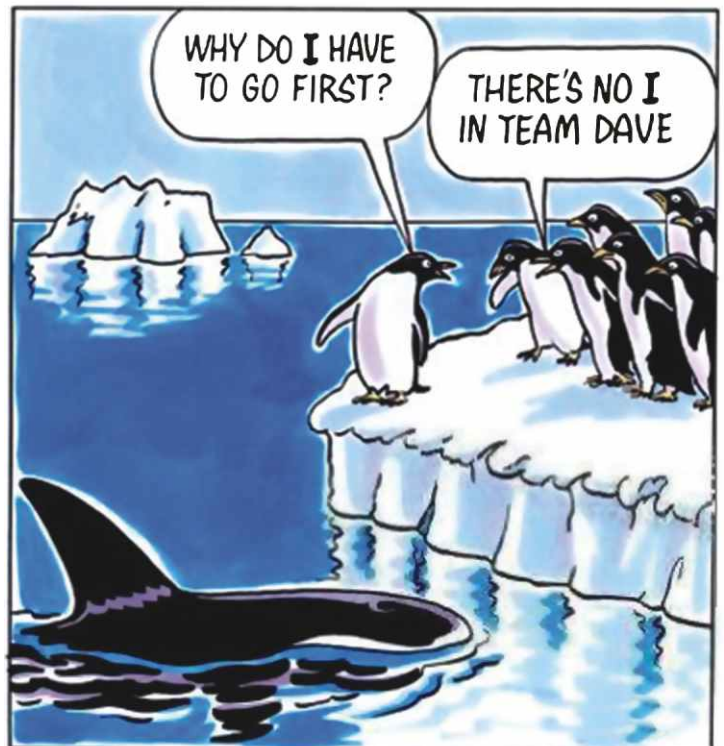
- (A) Absurd or exaggerated movement or behavior intended to amuse people
People were laughing at the clown's silly antics.

Antique : (adjective)

- (A) Belonging to a distant past
She is fond of collecting antique coins.

(B) Antique : (noun)

- An old object (Example – a piece of China or furniture which is valuable because of its beauty or rarity)
His house is filled with antiques.





By Aslam Soni *CSCP, CLTD, PMP*
PIM Faculty

4 Ps of Supply Chain

This is the second article in this six series of Supply Chain Management write-ups. It gives an overview of some basics and then discusses why supply chain mastery is critical to business success. Here the writer talks about the 4 Ps of Supply Chain.

How do companies ever meet customer expectations in a consistent and cost-effective manner while the world around them is constantly changing? It's not by magic, disruptive technology, or a team of super geniuses. Companies are able to accomplish this accomplishment by mastering the four Ps of supply chain: *Products, Personalization, People, and Process*. The following sections take a look at each one.

Products



A product is anything that can be offered to a market that might satisfy a want or need. In retailing, products are called merchandise. In manufacturing, products are bought as raw materials and sold as finished goods.

It is easy enough to keep a log of when products leave the factory or when they arrive at the warehouse. But these days, companies need to do much more. It's not enough to see what happened in the past. It's critical to have visibility into what is happening in real time: to know exactly where every product is, in every stage of the ever-expanding global supply chain.

Companies also need to be able to tell what's coming up. It's all about staying ahead of the curve by using predictive analytics to forecast what customers will want tomorrow or even years from now. This enables companies to seize opportunities, spot potential problems, and save money. By developing a centralized platform of shared data across regions, divisions, and functions, companies can significantly reduce costs, especially in transportation.

Personalization



Today's omni-channel consumer* has changed the supply chain game. With more technology, choices, and power than ever before, this consumer demands a personalized, consistent shopping experience across all channels. It's no longer enough to ship products to the point of purchase. For these consumers, brand loyalty has transformed into experience loyalty. Companies must meet their consumers' varying preferences on pricing, delivery options, and service level, or risk losing their business forever. Some consumers, for instance, are less price-sensitive and will wait longer to get a product if it means getting better service. Other consumers don't care as much about price and service, but want to order an item online at work and pick it up at a store on the commute home. Satisfying these different preference demands can be incredibly complex.

In this new era of personalization, companies can no longer afford to have a one-size-fits-all supply chain. Instead, they must be able to understand and

respond to differing customer interests, and segment their demand, production responses, and fulfillment strategies accordingly. In order to do this, companies need to make sure everything works seamlessly and fluidly so people will have the same great experience whether they're shopping in the store or on a website, Facebook page, or mobile app. This means figuring out the best place to position raw materials and work-in-process inventory through-out your supply chain, enabling you to respond quickly to changes in demand so you can consistently deliver products that meet your consumers' preferences. For businesses that do it right, the payoff can be huge.

People



A well-run supply chain can be a game-changer, but only for those companies that have the right staff in place. Take a look at the leading companies and you'll find a focus on people. Studies show that the best-of-the-best continually align business, organization, and talent strategy; identify gaps between workforce supply and business demand; and foster a culture of innovation and creativity.

The right staff need to be in the right locations in the right numbers with the right incentives to deliver the great service that customers demand, without, of course, too much staff standing around with nothing to do, or everyone being so crazy busy that the company ends up losing good people and potential sales.

Process



But what happens when a team is spread around a country, or even around the world? How can a company get everyone on the same page? It's all about process.

Top companies are focused on implementing systems that help people connect, coordinate, and collaborate across vast distances and silos. Research shows that industry leaders are more likely to have systems that share information online with their business partners. And the vast majority are actively streamlining processes and improving visibility so that employees, departments, and trading partners around the world have access to the supply chain information they need.

So whether the goal is making coffee, the machines that brew it, or the trucks that transport it, it's a fact that business is moving really fast today, and in the future, it's only going to get faster as the consumer continues to want more options. It is predicted that the rate of change in the 21st century will be equivalent to 20,000 years of progress. Companies that master their supply

chain processes will be ahead of the curve, ready to embrace the vast amount of change that lies ahead.

*Omni-Channel Consumer:

Shopping is now fully integrated into everyone's daily lives. People shop at home, at work, and in the store. They shop on their laptops and on their tablets. They shop on their phones and soon they will be able to shop on their watches. This change in shopping habits has created a new kind of consumer: the Omni-channel consumer. This consumer researches, buys, and interacts through more than one channel and expects a seamless brand experience, regardless of how he or she engages with the retailer. This chapter is about knowing that consumer, anticipating his or her needs, and managing the impacts this consumer will have on your company's bottom line.





By: Azhar Rizvi

CORPORATE ENTREPRENEURSHIP THE NEW PARADIGM

Pakistan's entrepreneurial ecosystem has taken a new shift in the past 10 years. Major programs at the Universities managed by professional organizations coupled with the boom in internet usage with flourishing e-commerce platforms have created a new paradigm for doing business for the masses. I personally have been involved in this process as a mentor, program developer and organizer with opportunity of working with 50+ universities across the country. The results are extremely encouraging as I see young entrepreneurs sourcing local products and successfully marketing them in



Pakistan around the world.

However, not everyone pursues this option and those starting professional careers feel constrained within the

processes they have to work in. I get their emails, Facebook messages etc. complaining of the limited opportunity to express their talent.

This note is for the corporate sector organization both local and multinationals to consider opening their minds and utilize the tremendous untapped potential the youth these days is bringing along. This would certainly require upgrading their HR framework for a long term implementation. However, here a few tips to start with and get the ball rolling to put the millennial in action.

1. Attract Smart Talent:

First step to attract smart talent is to define the workspace as a fun place. This generation possesses a big appetite for entertainment of all kind with very diverse set of preference at par with their global cousins. Honestly, giving me shivers through my spine seeing them bungee jumping, Para-gliding, snorkeling amongst sharks, mountain climbing to name a few and yes from both the genders. So as a first step plan to have fun activities in your organization and let them define and tag along don't worry it will be fun, I am personally planning scuba diving lessons soon.

From the organizational performance perspective this will help them open up their minds and get the mental juices going to solve issues at work.

2. Prepare a great orientation :

Unlike our generation of 50's to 80's , this generation is not only detail oriented requiring a through explanation of processes to follow, but also where would they stand in the hierarchy, whom they would report to , what are your long-term plans in an organization and what is expected from them.

A few months back I met a friend who is

running a very successful engineering manufacturing organization who shared an incident of hiring of some young engineering graduates from NED. During the interview they asked him of their firms' plans in terms of market potential, preferred segments, career track etc. When asked how did they knew all this the replied that they have participated in both local and international entrepreneurial programs and competitions .He said never before fresh engineering graduates asked such questions and he felt more encouraged to get them on board.

3. Establish Listening Posts:

Depending on the size of your organization, establish listening posts with suggestion boxes, schedule for monthly meetings for sharing new policies, ideas and suggestions. This would give them a feeling of inclusiveness and help them share their feedback with the management.

4. Maintain Transparency:

While sharing corporate data is a standard practice in multinational organization the local firms somehow shy away from this activity. In order to be competitive in the global scenario it pays off to be open to your employees and

seek their advice. This not only helps them feel being a part of the organization but is a must for creating entrepreneurial culture in your organizations.

5. Compensation and Rewards:

This generation needs a regular pat on the back and the best way to give them their performance feedback to build a sense of achievement on a regular basis. Tie this financial reward as it would give them clear cut message on their performance. This will not only give them a sense of achievement on a regular basis but also help them to raise their bar for better performance.

6. Celebrate Success:

This generation looks for opportunities to celebrate their achievements. Depending on your resources it could be an elaborate quarterly or biannual event or a wall of fame for monthly high achievers.

The above steps are the first stage of initiating entrepreneurial culture in your organization and to help to attract the best talent from the market. This talent if harnessed successfully will help you in establishing a world class organization and a great entrepreneurial culture.

Coaching for Creating Flow



By: Max Babri

Flow in my opinion is when a system effortlessly becomes the best conductor of the energy, wisdom, creativity, positivity and joy. Whether it is a human being or an organizational structure- With flow all components are in harmony and work in sync and with efficiency to enhance the capacity of the organization. The efficient systems just don't go with the flow they continuously modulate the flow to adjust and influence the flow so that the organization remains relevant in achieving the leadership role in serving the customers, employees and shareholders.

To arrive at personal flow the various elements in our body must be able to communicate freely, openly and providing accurate feedback as well as providing whatever support systems needs to function at its optimum. For us it's our organic system and all the vital organs, such as lungs, heart, liver, kidneys etc all working in harmony to assure we are at ideal heart rate and temperature. All this is governed by our autonomic system which regulates the communication amongst all the components. It's the turbulences in our though process or ingestion of toxic materials that disrupts this communication amongst the components creating a lack of natural flow. This disruption of flow confuses the components and they are unable to deliver to the needs of the body causing the system to become unwell and at pushing it in to self destruct mode.

Organizations are also like organisms with lots of components, these components are us -employees, and it's the responsibility of the management to ensure that we the employees remain in flow. Certainly we the management must be in flow to be able to facilitate that every one remain in flow and the system gets into flow to deliver excellence in terms of products and services as well profitability the drives the improved quality of life for all involved.

To enable people to be a conduit of wisdom, knowledge, energy and enthusiasm while protecting them for toxic thought and behaviors most organizations management coaching to help people embrace flow.

The word coaching has been borrowed from sports; the coaching has made deep inroads into management. During earlier flirtations by management with coaching, the objectives have been to help management get more out of its people. This was based on a misplaced assumption that employees and management were opposing teams. Management was being taught techniques on how to maximize out-put through sophisticated manipulations and use of exploitative techniques where management by objectives and annual confidential reports were used to manage people through fear and punishment.

More and more modern and forward looking organizations are learning that management and employees are not two opposing teams trying to beat each other but are one single team and hence must win together. This new perspective has changed the concept of management coaching. Certainly the skills' coaching is still very important and is mostly managed under the "new" staff orientation and job introduction/ induction modules.

While the management coaching is more about changing attitudes of the management and staff through strengthening their leadership capacities and engaging their teams in both designing work as well as implementing it, hence creating flow.

Coaching now focuses more on driving out fears and facilitating the management to involve its' human resources in decision making and hence make decisions that are broadly understood with much wider buy-in and ownership, transforming fear driven systems into respect driven

relationships.

Modern and progressive organizations will make conscious efforts to become more open and transparent in all areas of business and its dealings, hence communication at all levels is enhanced and every member of the team can see that whatever is being done by management is to serve the collective interest of the organization which are also in a way are in harmony with their professional goals.

Coaching is further used to help management to walk the talk by understanding, living and promoted the values jointly agreed and established by organization. It is further aimed at recognizing the value of diversity and disagreements that contribute to an even higher creativity and innovative problems solving.

The essence of attitude coaching is to help the *coachee* recognize that essentially we are driven by desire to do well and remain productive, we all want to earn respect be respected, we are driven by the desire to improve quality of life of our family and communities we live in.

The coached is facilitated to understand and recognize the role of humility in becoming more effective as a leader, to become a better listener, to learn to appreciate, to learn to accommodate and to become a cheerleader for her/his team.

The attitude is the most important attribute that will determine whether we will spend a happy positive life or will become grumpy and complain about everyone and everything.

Certainly our positive attitude towards others around us will both make us and others even more happy and positive.

Go for it, be the flow that creates and sustain flow

INTERNATIONAL CERTIFICATE IN SECURITY AND RISK MANAGEMENT

Course Director: Mohammad Ovais



Mission accomplished! Pakistan Institute of Management (PIM) took an initiative to start training programs in security and risk management considering the situation of the country and needs of security professionals to handle the security related issues.

PIM enjoys the honor of initiating this type of international program in the country. The institute planned three training programs; one each in Karachi, Lahore, and Islamabad. The response was overwhelming and the programs were delivered successfully on all three stations.

Karachi training program was run from July 10 to 15, and it was attended by 21 participants. Lahore training program was conducted from July 17 to 22, and it was also attended by 21 participants. Islamabad training program was run from July 24 to 29, and it was attended by 32 participants.

Overall 74 professionals from corporate sector were updated on the latest trends in security. Last day of the training

programs was the assessment in which the participants prepared security plans to handle different situations given to them and presented and defended their strategy when challenged by other participants.

Everyone enjoyed this diverse mix of professionals and sharing of knowledge. This mutual exchange was the best part of the training program as everyone was enlightened by the experience of the trainers and other participants. Participants appreciated the initiative and efforts of the institute and showed their willingness to extend their support for the upcoming trainings related to the topic.

High level support was extended by law enforcement agencies (LEA) in all three places. In Karachi, Mr. A D Khawaja, IGP Sindh inaugurated the training program and the participants enjoyed the visit of Special Security Unit (SSU) of Sindh Police. Mr. Maqsood Memo, AIG SSU briefed the participants about the operations of SSU. The SSU staff demonstrated their skills and impressed

the participants with their professionalism.

In Lahore, Dr. Moin, DIG Security, inaugurated the training program. The participants visited Elite Police Training School (EPTS) of Punjab Polices. Mr. Ali Nawaz, the Commandant of the school briefed the participants on the operations of the school. The police commandos gave demonstrations of their professional competence and stunned the participants.

In Islamabad the training was inaugurated by Mr. Kahlid Khattak, IGP Islamabad. Participants visited Punjab Police College Sihala. Mr. Habib Tajik, the Commandant briefed the participants on the working of the College. The participants learned many things about the facilities at the college and appreciated the level of training there.

PIM is coming up with many more programs related to security management to update and upgrade the skills of the professionals and create more security awareness in the county.



KARACHI : 10th to 15th July 2017



LAHORE: 17th to 22nd July 2017



ISLAMABAD : 24th to 29h July 2017

PIM'S ADVANCED MANAGEMENT PROGRAM (AMP 2017) Held at Karachi

Pakistan Institute of Management successfully conducted the AMP 2017 from 7th to 18th August at Pearl Continental Hotel, Karachi. Fifteen senior management executives from various private sector, multinational and government organizations of Pakistan attended the program. Training resource persons for AMP 2017 consisted of not only well-qualified and experienced top executives and trainers from Pakistan but also consisted of seasoned faculty members from reputed British Universities.

Mr. Zubair Tufail, President FPCCI, was the chief guest at the certificate distribution and closing ceremony of AMP 2017 held on 18th August. While delivering the closing speech, Mr. Zubair Tufail emphasized the need of professionalism in Pakistan organizations and commended PIM's efforts towards achieving the goal.

AMP 2017 consisted of the following 9 training modules:

1. Macro Trends and Scenario Planning

2. Business Model Evaluation
3. Financial Analysis and Control
4. Talent Management for the Future
5. Corporate Reputation and Brand Management
6. E-Business Management
7. Innovation Management and Digital Media Web 2.0
8. Strategic Management – Simulation (Business game)
9. Leadership Challenges and Strategy Failures

Advanced Management Program is for senior executives who are serious about taking their organizations and themselves to a higher level. It is for leaders who strive for excellence and want to make a difference by creating exceptional organizations through agile and innovative leadership. Typical AMP participants hold titles like: Chairman, Member Board, MD, CEO, COO, CTO, CFO, CIO, CHRD, President, SEVP, EVP, SVP, Divisional Head, Country Head, etc.

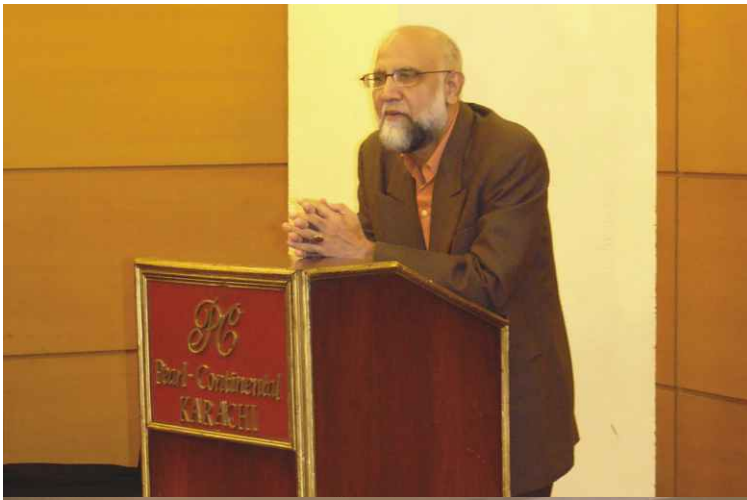
The first AMP in Pakistan was held in

1962 in collaboration with the Harvard Business School, with the support and funding of the Ford Foundation. It was launched to provide a forum for developing the managerial skills and effectiveness of top managers in Pakistan. In 1966, PIM faculty took over the program and conducted it successfully for next more than 30 years. After a gap of few years, last year in 2016 AMP was re-launched in Pakistan by PIM.

PIM's Advanced Management Program has had a significant impact on management development in Pakistan as over 1,000 CEOs and top managers have so far attended this program. Main features of AMP include an intensive training experience, carefully designed curriculum, world-class faculty and dynamic peer-to-peer interaction, all of which combine to create an unparalleled learning experience that will forever change how senior management does business.



Mr. Zubair Tufail, President FPCCI, presenting certificate to an AMP 2017 participant



AMP participants involved in various learning activities.



Group photograph of AMP 2017 participants with Mr. Abid Hussain (Executive Director PIM), Dr. Junaid Ahmad (Member PIM BoG) and Mr. Wali Zahid (Module leader for Macro trends & Scenario Planning)



CSCP Study Group held at Karachi, 27 July 2017 to 07 December 2017

Enhancing Leadership Skills

PIM will conduct a course on “Enhancing Leadership Skills” at Karachi from October 17 to 18, 2017.

What are the attributes of quality leadership? How do we lead so our co-workers, supervisors and customers will want to follow us? Quality leaders create a compelling vision of the future and develop the strategies to achieve it. They lead with both emotional intelligence and work to move the organization forward. They are change creators and change managers. Drawing on examples from your life and work experience, research on leadership, and classroom thought stimulating exercises, this course offers key principles and proven strategies guaranteed to give participants the confidence and know-how to successfully practice the art and science of leadership.

Effective Communication Skills

PIM will conduct a course on “Effective Communication Skills” at Lahore from October 9 to 10, 2017.

Communication is a manager's most important activity and he spends 90% of his time on it. Yet it is amazing how ineffective many managers are at the process. With effective communication, managers can make people, departments and organizations work more efficiently. This course is designed to teach managers effective skills in communication and to improve their communication styles.

Negotiation Skills

PIM will conduct a course on “Negotiation Skills” at Lahore from October 23 to 24, 2017.

Negotiation skills are essential for all managers, be it negotiating with unions, suppliers, customers, employees or creditors. This program will help managers to develop the skills, styles and confidence necessary to negotiate effectively. The program is especially appropriate for line or specialist executives who wish to understand the negotiation process.

Art of Peak Performance

PIM will conduct a course on “Art of Peak Performance” at Islamabad from September 25 to 26, 2017.

Increasingly, people want to find a balance between work, personal and family lives that enables success in each area. Finding this balance is difficult but, when found, the benefits to the individual and the organization are enormous. In an increasingly pressurized environment, this course will help employees at all levels to take control of their working lives and achieve the goals and objectives of their job.

This engaging program is highly participative and covers a wide variety of personal organization and personal effectiveness topics. By the end of the course, participants will have practical and worthwhile action points that they can implement immediately to help

improve their effectiveness in, and away from, the work.

Presentation Skills for Managers

PIM will conduct a course on “Presentation Skills for Managers” at Lahore from September 18 to 20, 2017.

Managers have to spend a lot of their valuable time, preparing for a formal or an informal presentation. This course is designed to impart skills that will help managers deliver their presentations with confidence and ease, so that their audience could easily grasp what is presented to them and get appropriately influenced.

Training Techniques for Trainers

PIM will conduct a course on “Training Techniques for Trainers” at Lahore from September 12 to 14, 2017.

Managers have to be good trainers for both the organization's success as well as for their own success. It is a key responsibility of managers to train and develop their subordinates however, organizations pay little attention to equip their managers with the necessary skills and knowledge to carry out these responsibilities successfully. This course is beneficial for all managers.

Contracts management training is for you if you are a contracts manager, a project manager, a contracts administrator, a sales or business development manager, a contracts proposal writer, a member of a source selection team or a commercial contracts professional who wants to strengthen his or her abilities. With shrinking project profits and increasing customer demands for international level management, organizations and individuals need to invest in Contracts Management skills to survive and compete in an extremely competitive future. Let us help you get started on the road to contracts management success today.

Brand Management

PIM will conduct a course on “Brand

Management” at Karachi from October 9 to 10, 2017.

The objective of the marketing function is only achieved through effective brand management. Brand Management gives personality to a product, increasing its perceived value in the marketplace. Products are viewed in terms of their market value and therefore, brand management is a highly rewarding challenge. The principles, techniques and concepts behind brand management have evolved highly in an intensely competitive market of today, where competition has become globalized with the information revolution. It is therefore, critical to learn cutting edge strategies and tactics for effective brand management.

Advanced MS Excel

PIM will conduct a course on “Advanced MS Excel” at Karachi from October 10 to 11, 2017.

This course is designed for existing Excel users who have a working knowledge of Excel and wish to further develop their spreadsheet skills by using the more complex features of the application. Basic knowledge in MS-Excel or any other spread sheet is required.

- Overview of the Excel
- Create and use worksheet templates
- Define and use custom lists
- Customize Excel defaults
- Use Goal-seek and Solver to find answers
- Customize Excel toolbars
- Specify, sort, filter, Advanced Filter & extract more complex data using list management functions
- Use the Advanced Excel Formulae
- Import and export data from other sources
- Record a macro for automating tasks
- Attach a macro to a command button and a toolbar button
- Write your own function in Excel using VBA

How do Effective Managers



Management & Leadership held at Karachi, 8 August 2017 to 05 December 2017

Organize Themselves

PIM will conduct a course on “How do Effective Managers Organize Themselves” at Karachi from April 10 to 12, 2017.

Effective time management and personal organization skills are essential for effectiveness of a manager in any organization system. In a business organization every effective manager requires excellent time management skills to organize his/her activities and roles. If you want to improve your managerial effectiveness, to make your organization more competitive, then you should attend this course.

Principles of Good Management

PIM will conduct a course on “Principles of Good Management” at Islamabad from October 16 to 18, 2017.

For effective development of employees the proper identification of training needs is critical. Training needs analysis is a key part of every manager’s role but, unfortunately, seldom are managers equipped to deal with this specialist task.

The primary objective of this course is to provide the participants with relevant tools and techniques to assess the training needs within their respective roles.

Developing Marketing Skills

PIM will conduct a course on “Developing Marketing Skills” at Islamabad from October 2 to 3, 2017.

For effective development of employees the proper identification of training needs is critical. Training needs analysis is a key part of every manager’s role but, unfortunately, seldom are managers equipped to deal with this specialist task.

The primary objective of this course is to provide the participants with relevant tools and techniques to assess the training needs within their respective roles.

Strategic Management

PIM will conduct a course on “Strategic Management” at Lahore from October 10 to 11, 2017.

In today’s global and indigenous environment which is dominated by fast paced change, an international financial contagion, an emergent recession, spiraling cost of inputs, food inflation, growing unemployment, nascent protectionism and serious terrorism and law and order issues, the challenge facing all strategists is to correctly envision the future and develop competitive but flexible strategies.

This program will provide strategy makers a forum to intensively discuss and understand key strategic issues, and an opportunity to develop insights into how to develop effective market oriented strategies which will provide their organizations a competitive advantage and edge.

PIM COURSE SCHEDULE

September to October 2017

KARACHI

Sep 7-8	Effective Purchase Management
Sep 7-8	Creating Competitive and Productive Mindset
Sep 11-12	Stress Management
Sep 11-12	Improving Workplace Effectiveness Through Creativity & Innovation
Sep 11-12	Dashboard Reporting & Advanced Data Analysis with MS Excel
Sep 11-12	Strategic Management
Sep 18-19	Negotiation Skills
Sep 18-20	Presentation Skills for Managers
Sep 25-26	Executive Secretaries Course
Sep 25-26	Insurance Sales Management
Sep 26-28	Production Operations Management
Sep 26-27	How Do Effective Managers Organize Themselves
Oct 2-3	Cost Evaluation and Budgeting
Oct 2-6	Six Sigma: Green Belt
Oct 2-3	Materials Handling & Warehousing
Oct 9-11	Problem Solving and Decision Making Skills
Oct 9-10	Brand Management
Oct 9-11	Planning & Scheduling with Primavera P6 V16.1
Oct 10-11	Advanced MS Excel
Oct 17-18	Good Business Etiquettes
Oct 17-18	Enhancing Leadership Skills
Oct 23-24	Building Resilience: Prepare Yourself to Thrive in Challenging Times
Oct 23-24	Assertiveness Skills
Oct 23-25	Workshop on Strategic Planning
Oct 30-31	Managing Training and Development Function
Oct 30-31	Understanding Labour Laws & Policies
Oct 30- Nov 1	Best Practices in Hygiene and Food Safety Management

LAHORE

Sep 6-8	Lean 5S Advance Course
Sep 7-8	Managing Training and Development Function
Sep 7-8	Applied Business Intelligence
Sep 11-12	Maintenance Management: From Breakdown Maintenance to Total Productive Maintenance
Sep 11-12	Sap Business One
Sep 12-14	Training Techniques for Trainers
Sep 12-13	Project Monitoring, Evaluation & Control
Sep 18-19	Managerial Transition: From Operational Manager to Strategic Thinker
Sep 18-19	Talent Management
Sep 18-19	The Power of Positive Thinking
Sep 19-20	Skills in Administration
Sep 20	Innovative Leadership
Sep 25-26	Selling Competencies
Sep 25-26	Developing Performance Management System and Its Implementation
Sep 25-27	Learn MS Office 2016
Sep 27-28	Team Work: Getting People to Work Together
Oct 2-3	Understanding Labour Laws & Policies
Oct 2-3	Knowledge Management & Organization Development
Oct 3-4	Understanding PPRA Rules
Oct 4-5	Critical Drivers of Success for Managers
Oct 9-10	Effective Communication Skills
Oct 9-11	Continual Improvement Through Kaizen Management System
Oct 10-11	Strategic Management
Oct 10-11	Great Customer Service
Oct 16-18	Data Analysis Techniques for Effective Decision Making
Oct 16-17	Counselling Skills
Oct 16-17	Internal Auditing for Management Systems
Oct 17-18	Development Course for Supervisors
Oct 23-24	Negotiation Skills
Oct 23-25	Advanced MS Office
Oct 25-26	Workshop on Organizational Development
Oct 30-31	Management by Objectives
Oct 31 - Nov 1	Effective Purchase Management
Oct 31 - Nov 2	Finance and Accounting for Non-Financial Executives

ISLAMABAD

Sep 7-8	Event Management Skills
Sep 7-8	Development Course for Supervisors
Sep 11-12	Corporate & Business Law
Sep 12-13	Materials Handling & Warehousing
Sep 19-20	Developing Managerial Competencies
Sep 19-21	Workshop on Project Management
Sep 25-26	Art of Peak Performance
Oct 2-3	Developing Marketing Skills
Oct 2-4	Human Resources Management
Oct 16-17	Emotional Intelligence for Workplace Success
Oct 16-18	Principles of Good Management
Oct 23-24	Handling Difficult People
Oct 24-25	Skills in Supervision
Oct 30-31	Dashboard Reporting & Advanced Data Analysis with MS Excel
Oct 30-Nov 1	Lean 5S Advance Course

For details and registration please contact the Program Office

Head Office: Shahrah Iran, Clifton, Karachi. Tel: (021) 99251718 EPABX (021) 99251711-14
Fax: (021) 99251715 E-mail: pimkhi@pim.com.pk Website: www.pim.com.pk

Branch Office Lahore: 70-B/2, Gulber-III, Lahore. Tel: (042) 99263137
EPABX: (042) 99263133-35 Fax: (042) 99263138 E-Mail: pimlho@pim.com.pk

Branch Office Islamabad: International Islamic University, Faisal Masjid Campus,
Faisal Avenue, Islamabad. Telephone: (051) 9262610 E-mail: pimish@pim.com.pk

PIM UPCOMING CERTIFICATION AND DIPLOMA PROGRAMS

Diploma in Organizational Development and Change

Starting: Aug 19, 2017 **Duration:** 4 Months
Day: Saturday **Timings:** 5 a.m. to 9 p.m.

Diploma in Business Administration

Starting: Aug 20, 2017 **Duration:** 4 Months
Day: Sunday **Timings:** 10 a.m. to 9 p.m.

Diploma in Quality Management

Starting: Aug 21, 2017 **Duration:** 4 Months
Day: Mon & Wed **Timings:** 6 p.m. to 9 p.m.

Business English Program

Starting: Aug 21, 2017 **Duration:** 3 Months
Day: Mon & Wed **Timings:** 6 p.m. to 9 p.m.

Certified Professional Secretaries and Personal Assistants Program

Starting: Aug 22, 2017 **Duration:** 3 Months
Day: Tue & Thu **Timings:** 6 p.m. to 9 p.m.

Diploma in Project Management

Starting: Aug 23, 2017 **Duration:** 4 Months
Day: Mon & Wed **Timings:** 6 p.m. to 9 p.m.

Diploma in Education Management

Starting: Aug 23, 2017 **Duration:** 4 Months
Day: Mon & Wed **Timings:** 6 p.m. to 9 p.m.

Organizational Psychology

Starting: Aug 24, 2017 **Duration:** 4 Months
Day: Tue & Thr **Timings:** 6 p.m. to 9 p.m.

Certified in Logistics, Transportation & Distribution

Starting: Aug 27, 2017 **Duration:** 5 Months
Day: Sunday **Timings:** 1 a.m. to 3:30 p.m.

Diploma in Health Safety and Environment

Starting: Aug 27, 2017 **Duration:** 4 Months
Day: Sunday **Timings:** 10 a.m. to 4 p.m.

Diploma in Supply Chain Management

Starting: Aug 29, 2017 **Duration:** 4 Months
Day: Tue & Wed **Timings:** 6 p.m. to 9 p.m.

CSCP Study Group

Starting: Sep 17, 2017 **Duration:** 5 Months
Day: Sunday **Timings:** 10 a.m. to 4 p.m.

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