



PROGRESS THROUGH BETTER MANAGEMENT

MANAGEMENT OUTLOOK



A Bi-Monthly Publication of the Pakistan Institute of Management



Mr. Ikram Sehgal
Chairman of Pathfinder Group
Interview Page 10



PIM's Professional Diploma Awarding Ceremony 2017

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EXECUTIVE DIRECTOR'S MESSAGE

The only thing worse than training your employees and having them leave is not training them and having them stay. — Henry Ford, Founder, Ford Motor Company.

Pakistan Institute of Management (PIM) role in executive training and development is undeniable and we always ensure this through our different platforms including this magazine. We take pride in our contribution to this society and our beloved country by developing professional skills in people.

The 'One Belt One Road' concept is really a game changer and this has increased the need for more and more trained and qualified people to handle the upcoming challenges. Training, retraining and employee development has always been a priority of all good companies and organizations in the world. With explosion of internet, self-learning has become very common and important as well. But there is no denying of the fact that the focused material for training and development has to be made available by institutions, like PIM.

PIM is constantly making required changes and up-gradations in its offerings to keep pace with the changing requirements of our valued customers. Keep supporting us in developing this knowledge resource and delivering it to the masses looking for it.

Mohammad Abid Hussain
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EDITOR'S NOTE

Ever wondered why are some nations enjoying all the luxuries while others deprived of many of those luxuries?

The difference between haves and have-nots is simply because of the vision of the leadership of those nations. The nations with visionary and sincere leadership focused the future and took measures which benefitted it in short term and the long term. The leaders of those nation led their people by example and spent huge portion of national budget on education. There is no denying of the fact that today if any nation has to progress then they have to focus education, training, and research and development.

Unfortunately these are not important things for under developed countries particularly the Muslim countries. This is the high time that we also focus what the developed world focused and we take out our people from miseries. Pakistan Institute of Management (PIM) is putting all its efforts to contribute to this noble cause. We are putting in our sincere efforts in the field of education, training, and development to cultivate the most important resource, the human resource for our country and its nation. Keep supporting us. Thanks

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A Look at The Supply Chain Today

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

This is the first article in this series of Supply Chain Management. It gives an overview of some basics and then discusses why supply chain mastery is critical to business success.

Supply chains of the 21st century are more complex and dynamic than ever before. How efficiently and profitably companies can plan, buy raw material and components, produce and deliver products to their customer is what

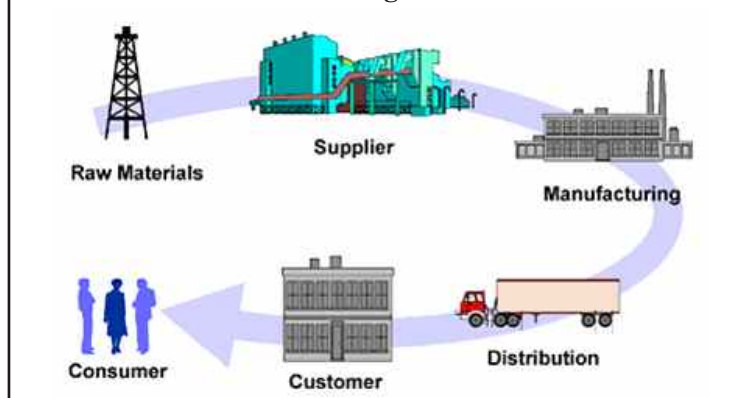
profitable manner.

A supply chain network is comprised of many components, or supply chain nodes, that are connected via flow paths. Inventory and products – as well as information – travel along these flow paths to various supply chain nodes, with the ultimate goal of ensuring that customers' needs are met, in the most profitable way possible.

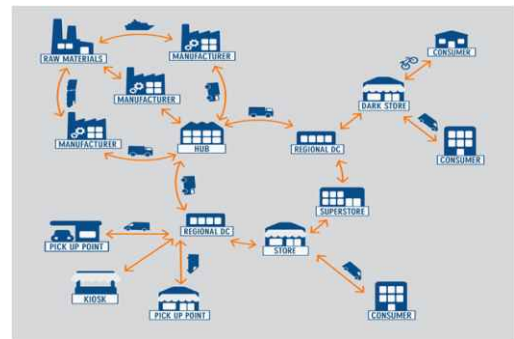
2.25 billion cups of coffee are consumed worldwide. But have you ever stopped to think about where your coffee came from and how it got to your cup? Its journey is way more complicated than you might imagine.

Your steamy cup of coffee is actually a carefully coordinated global effort. The beans are often grown on one continent, roasted in another, and packaged somewhere else across the world. Then

At the most basic level, a supply chain can look like the figure shown below:



But in reality, most companies today operate a supply chain network that is much more complex and looks more like following figure:



separates industry leaders from laggards. For companies to drive real business value and result in today's competitive global economy, they need to better manage multiple facets of their business such as inventory, cost, fixed assets, and new product introductions. And that, of course, cannot occur without a best-in-class supply chain.

My first article in this series of supply chain management, will give you an overview of some basics of the chain and then explain why supply chain mastery is critical to your business success.

Supply Chain Basics:

Defining a supply chain is simple enough. It is a term that describes that planning, sourcing (bigger term for procurement), manufacturing, distribution, and delivery of products or services from the point of origin to consumption. However, the details are numerous, highly varies, and difficult for humans to manage in an efficient and

Essential to a well-run supply chain are several key business processes:

- **Top-down processes:** These processes translates strategy into plans, and then plans into execution.
- **End-to end processes:** processes that connect different functions, both intra-enterprise and inter-enterprise, across the supply chain – such as continuous demand, supply and replenishment planning, category management, store operations, transportation/warehousing, and sales and operations planning.
- **Processes across the value chain:** these are typically collaboration processes between companies, such as sellers/retailer, distributors, manufacturers and Suppliers.

The Power of a Best-In-Class Supply Chain

To give you an idea of the power of a well-orchestrated supply chain, imagine your morning cup of coffee. Each day,

there's the coffee machine. It's like the United Nations of parts and components. The body could come from Germany, electronics from Japan, gaskets from China, and a thermostat from the U.S. Everything must come together perfectly for coffee to reach your kitchen or local barista. Yet to do that, companies must successfully navigate a never-ending sea of what-ifs:

- ✓ What if one of the factories can't fulfill the order?
- ✓ What if the price of coffee beans suddenly changes, affecting the pricing strategy?
- ✓ What if a critical shipment is delayed by customs?
- ✓ What if there's a storm or an accident?
- ✓ What if there's a geopolitical incident that disrupts supply?

(...cont'd. in next issue)



INSIDERS ATTACK:

Internal Threats To Your Company's Cyber Security

Compiled By: Muhammad Aleem Habib MS, BS, MBA, PMP
PIM Faculty

Cyber crime is costing large companies an average of \$15.4 million annually, and internal threats are viewed as one of the most costly sources of problems. Although much attention has been paid to external threats, companies often fail to recognize Internal risks from employees, contractors, vendors and trusted business partners who have privileged access to networks, systems and data.

Internally sourced cyber-attacks can inflict disaster with computer systems and cause the loss of data and intellectual property. These breaches can leak sensitive information to third parties or the media, severely harm a company's reputation, and damage investor and customer confidence. A recent Harvard Business Review article estimated that there may be at least 80 million insider attacks occurring each year in the United States and noted that the number is likely much higher, as many internal attacks go unreported.

How It Works?

Many internal security breaches are unintentional, the result of employees unwittingly opening email or attachments loaded with viruses, or clicking on links and visiting websites that infect the company's network with malicious software. Even opening a personal email account or accessing Facebook on a workplace computer can introduce a virus or malware into a company's network.

Although some companies have limited the use of personal smart phones and tablets in the workplace, these devices, as well as flash drives and other portable data storage devices, continue to present



security challenges.

Contractors and vendors who have privileged access to company systems pose a considerable risk. One of the most common tactics used by cyber criminals is to find privileged users in an organization, gain access to their accounts, and then use their credentials to move freely throughout the system. This enables the criminals to avoid firewalls and other security controls as they map out the network and gain intelligence.

Steps To Limit Insider Threats

Some of the steps companies can take to limit their risks of internal cyber threats include:

- Clearly define the critical assets to be protected. Create a multi disciplinary team from IT, Finance, Legal, Operations, Security and senior leadership to identify key threats and vulnerabilities.
- Determine what policies and procedures need to be updated or added to improve cyber security, like policies for mobile computing devices and 4G enabled personal Internets.
- Require security teams and risk advisors to produce regular risk assessments that cover sources of

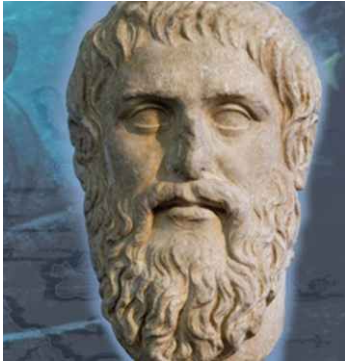
risk, vulnerabilities and the possible consequences of an internal attack

- Screen job candidates for criminal records and verify their employment histories.
- Incorporate guidelines for online activity into employee review and termination procedures.
- Limit employees' access to the data on need to know basis. No one in the company should have access to the entire IT system or all data, not even the CEO or IT staff.
- Institute firm policies regarding social media use.
- Insider threats can be detected and well prevented through job separation and rotation of duties.
- Ask vendors and suppliers to clearly outline their electronic security protocols for interactions with your company
- IT departments should subscribe to cyber-threat intelligence alerts so they know which attackers may be targeting them and how they are likely to attack.

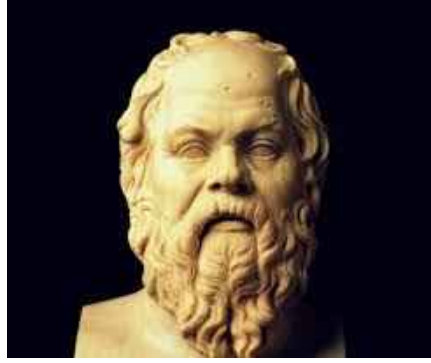
As cyber-attacks continue to increase, companies need to limit their internal as well as external risks. Company executives must communicate clearly with their employees to raise awareness of cyber threats and underscore the need to remain vigilant to keep the company safe.

How well do you know your philosophers?

Find out your Socrates, Plato and Aristotle



Plato



Socrates



Aristotle

FIND OUT WHO SAID WHAT!

- | | | | |
|---|--|----|---|
| 1 | Quality is not an act, it is a habit. | 9 | Beware the barrenness of a busy life. |
| 2 | Pleasure in the job puts perfection in the work. | 10 | He is the richest who is content with the least, for content is the wealth of nature- |
| 3 | There is no great genius without some touch of madness. | 11 | Human behavior flows from three main sources: desire, emotion and knowledge. |
| 4 | We make war that we may live in peace. | 12 | Wise men speak because they have something to say; Fools because they have to say something. |
| 5 | The worst form of inequality is to try to make unequal things equal. | 13 | One of the penalties for refusing to participate in politics is that you end up being governed by your inferiors. |
| 6 | Wisdom begins in wonder. | 14 | A good decision is based on knowledge and not on numbers. |
| 7 | I am the wisest man alive, for I know one thing, and that is that I know nothing. | 15 | There is no harm in repeating a good thing. |
| 8 | By all means, marry. If you get a good wife, you'll become happy; if you get a bad one, you'll become a philosopher. | | |

For answers see page 8

Pakistani Saith Companies- A Mixed Blessing

The majority of businesses everywhere-including Pakistan are family controlled and family managed. Family management is by no means confined to small and medium-sized firms-families run some of the world's largest companies. DuPont was controlled and managed by family members for 170 years, since its founding in 1802 until professional management took over in the mid-1970s, grew into the world's largest chemical company. Yet management books and management courses deal almost entirely with the publicly owned and professionally managed company-they rarely as much as mention the family-managed business.

Saith companies of Pakistan are what one may call a controlled experiment in mismanagement. More or less, the functioning model of these companies is 'One Genius accompanied with many helpers'. Their firm conviction is that a business does not need managers and management. All it needs, they believe, is the owner-entrepreneur with his "helpers." Saith sahibs fire or sideline any one of their "helpers," no matter how able, who dare act as a "manager," make a decision, or take action without their orders. Such Saiths (owners-entrepreneurs) refuse to accept managers and management as necessary and as grounded in task and function rather than in "delegation" from the "boss."

These Saiths consider themselves to be 'Great Strategists'. However, great strategists are either creative or generous and we have too few of either type. We call the creative ones visionaries - they see a world that others have been blind to. These are often difficult people, but they break new ground in their own ways. The generous ones, in contrast, bring strategy out in other people. They build organizations that foster thoughtful inquiry and creative action. The creative strategists reach out from the center of that circular organization to touch the edges, while the generous ones strengthen the whole circle by turning strategic thinking into a collective learning process.

Most so-called owner-entrepreneur strategists, however, just sit on top and pretend to strategize. They formulate ever so clever strategies for everyone else to implement. They issue glossy strategic plans that look wonderful and take their organizations nowhere with great fanfare.

Strategy becomes a game of chess in which the pieces-great blocks of businesses and companies-get moved around with a ferocity that dazzles the market analysts. All the pieces look like they fit neatly together-at least on the board. The problem is the map is not the territory, and never has been. It's all very impressive, except that the pieces themselves, ignored as every eye focuses on the great moves, disintegrate. Imagine if we took all this energy spent on shuffling and used it instead to improve real businesses. These Saith companies want people to give their best to work and point out that they are paying you well, that they're busy, that they're powerful, and that they accept nothing short of high performance or you're out. This strategy of getting work done through people is based on factory mindset, of interchangeable parts and interchangeable people. It is the strategy of ensuring six sigma perfection, on demand, and the strategy of someone in power, who can demand what he wants, when he wants it.

However, our Saiths don't realize that people don't give their best when they are treated like things and instruments. This is sure shot way to make people alienated from their work and their companies. In this way, you may get the job done, but it's not clear if the job done is in a befitting manner.

The other strategy which is usually missing in these private limited sweat shops is to nurture people, encourage them, set a high bar and then support them on their way. These all-knowing Saiths can exercise the choice of mentoring their people and make them realize their hidden potential.

Truth is an endangered species inside these Saith organizations. People who surface problems or issues are often told that they aren't "team players" or are being "too negative." And the old adage about killing the messenger, or at least resenting the messenger, is pervasive in these organizations. No-body appreciates that the best way to inject an organization with truth serum is to start at the top. When leaders admit that they don't know everything, that they too make mistakes, and tell the truth about what is going right and what is going wrong, they set an example that others are likely to follow.



By Atif Tufail
Chief HR Officer,
AKHUWAT

Admitting errors not only helps in building a culture of telling the truth, it also helps mobilize efforts. Morale suffers when people don't believe that their own actions affect their organization performance. Attributing problems to forces outside of anyone's control fuels a culture of helplessness. Admitting mistakes, on the other hand, is the first step towards recovery. No one will feel like taking responsibility for his or her own mistakes unless he sees the company's leaders doing the same thing.

In Saith companies, usually the focus is on people's weaknesses rather than on their strengths. The person who always knows exactly what people cannot do, but never sees anything they can do, will undermine the spirit of the organization. An executive should be a realist; and no one is less realistic than the cynic. Saith organizations are usually more interested in "Who is right?" than in the question "What is right?" To ask "Who is right?" encourages one's subordinates to play it safe, if not to play politics. Above all, it encourages subordinates to "cover up" rather than to take corrective action as soon as they find out they have made a mistake.

The Pakistani Saiths need to realize that organizations need continuous care, not interventionist cures. That is why nursing is a better model for running an organization than medicine. The French term for a medical operation is 'intervention'. Intervening is what all surgeons and too many CEOs do. CEOs keep operating on their systems, radically altering them in the hope of fixing them, usually by cutting things out. Then they leave the consequences of their messy business to the nurses of the corporate world.

Maybe we should try nursing as a model for running family businesses in Pakistan. Organizations need to be nurtured-looked after and cared for, steadily and consistently. They don't need to be violated by some dramatic new strategic plan or some gross new reorganization every time a new thought wave happens to parachute on the screen of Saith sahib's mind.

PIM's ADVANCED MANAGEMENT PROGRAM (AMP)



Pakistan Institute of Management laid the foundation of Advanced Management Program (AMP) in Pakistan. 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 the 39th AMP was offered at PC, Bhurban.

PIM's AMP 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. At present the resource persons selected to run the AMP consist of not only well-qualified and experienced top executives and trainers from Pakistan but also seasoned faculty members from reputed foreign universities.

PIM's 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.

Last year 39th AMP was organized at PC Bhurban from August 8 to 20, 2016. The faculty included experts from both Pakistan and UK. The above picture shows the AMP participants with Dr. Salman Shah, former Minister of Finance, who conducted Macro Analysis & Scenario Planning. The picture shows Dr. Salman Shah with Mr. Abid Husain, Executive Director PIM, Dr. Junaid Ahmad, Program Coordinator, AMP participants and officials of PIM.

Answers Page 6

1,2,3,4,5-Aristotle 6,7,8,9,10-Socrates
11,12,13,14,15-Plato

THE PIM AMP EXPERIENCE

PIM's Advanced Management Program is a truly transformative experience for the individual & the organization. Participants will return to their organizations with the skills, insight, & confidence to lead change, drive innovation, & sustain short-range & long-term performance.

AMP FACULTY:

- **Mr Wali Zahid**, CEO Skill City having over 25 years of training experience in Pakistan & abroad.
- **Mr Jaseem Ahmad**, Associate Prof in Strategy & Management, Middlesex University, UK with over 30 years' experience of industry, teaching & training in UK, EU, ASEAN, etc.
- **Mr Abdul Rahim Suriya**, former President of ICAP and visiting faculty at IBA, NIPA, PICG & others.
- **Mr Shah M Saad Husain**, CHRD & Head of Corporate Planning, Hascol, having 40 years' experience in industry & over 31 years' experience of teaching & training at IBA, CBM, etc.
- **Dr Faheem Ul Islam**, Prof & Dean GIFT University Business School having over 38 years' experience in industry, government & teaching.
- **Mr James Pennington**, Associate Lecturer & Module Leader, WMG, University of Warwick, UK & Director P-Tech Ltd, UK.
- **Dr Ali Junaid Ahmad**, Senior Fellow Innovation at a top Russel Group University in UK. He has over 18 years' experience as an entrepreneur, manager & trainer.
- **Dr Junaid Ahmad**, Chairman & Founder of National Management Consultants & Aptech Pak Operations with over 40 years of experience in industry, consulting, teaching & training.

AMP PARTICIPANTS:

Typical AMP participants hold titles like Chairman, MD, CEO, COO, CFO, CHRD, CIO, CTO, etc.

40th ADVANCED MANAGEMENT PROGRAM AMP

7th to 18th August, 2017
PEARL CONTINENTAL HOTEL
KARACHI

TRAINING MODULES:

- 1: Macro Trends & Scenario Planning
- 2: Business Model Evaluation
- 3: Financial Analysis & Control
- 4: Talent Management for the Future
- 5: Corporate Reputation & Brand Management
- 6: E-Business Management
- 7: Innovation Management & Digital Media Web 2.0
- 8: Strategic Management – Simulation (Business Game)
- 9: Leadership Challenges & Strategy Failures

PROGRAM FEE:

Rs. 360,000 per person. Group discount of 10% is available for two or more participants from the same organization. 10% discount available for female participants and PIM member organizations.

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SERVING BUSINESS AND INDUSTRY SINCE 1954



INTERVIEW By Muhammad Ovais

Mr. Ikram Sehgal

Chairman of PATHFINDER GROUP

Ikram Sehgal is the Chairman of PATHFINDER GROUP, comprising three Divisions, the Security Services Division, the Financial Services Division and the Technology Services Division. The Security Services Division includes two of the largest private security Pakistani companies.

Sehgal is also the Publisher & Chief Editor of Defence Journal (DJ), and writes weekly columns for various magazines and newspapers.

Outlook: Tell us about your background.

IS: I was born to an East-West couple; a Bengali mother and a Punjabi father. As my father was serving in the Pakistan Army as an Infantry officer, I had to travel from one station to another with my father's postings. This travelling affected my education so I was admitted to boarding schools; first five years in a convent (Our Lady of Fatima Convent, Comilla) and then next five years in public school (Lawrence College, Ghoragali). My father had extensive property in Sialkot but he sold it from time to time to support our education.

Outlook: Your views about yourself.

IS: I loved the army and had wanted to serve my country like my father. Since my father was an infantry officer, we grew up in strict army customs and traditions. I wanted to join army but was reluctant as there was no financial security. However, at the insistence of many senior officers, I finally joined my father's regiment and never looked back. There was nothing else in my life but the army. I served for 10 years other than my two years in army aviation when I flew both airplanes and helicopters.

Outlook: What were your childhood dreams?

IS: I wanted to command the regiment

which my father raised. He had the honor of establishing 2nd battalion of the East Bengal regiment in Kurmitola, Dhaka on February 8, 1949 as a Major. As a nucleus he took the best part of a rifle company of 7/16 Punjab Regiment (now 19 Punjab) from Sialkot.

Outlook: Life changing events?

IS: First, was the unfortunate division of Pakistan into Pakistan and Bangladesh in 1971 –my father being Punjabi and my mother Bengali, I lost both of my families for quite some time.

The other was when I was forced to leave the army in 1974 (because of the above issue). Although, I had stood first in 1973 in both theory and practical in the Captain to Major Examination (3500 officers appeared) and the subsequent Staff College Entrance Examination (600 officers appeared).

Outlook: What was the idea behind setting up this security business?

IS: The business was not really planned. Many of my former soldiers from 44 Punjab (now 4 Sindh) came to me looking for jobs so, I got them into different organizations. The feedback was not good. They were not working as security guards rather they were watchmen. They were being exploited by the employers. There was no training,

no social security, and no facilities. So, I decided to start my own security company, Security and Management Services (Pvt) Ltd (SMS) with 10 people. I started my Company from age and today the Group has 15,000 people working for us in different companies. We believe in quality and this has been endorsed by ISO 18788 (Management System for Private Security Operations) certification. We are the only company in the developing world and the only company in the entire world to get certified without any nonconformance. We were also honored by ASIS International convention in Orlando, Florida, USA in 2016.

Outlook: What are your concerns as Chairman of a big security service provider?

IS: The biggest concern is the welfare of security guards. Private security industry owes it to its employees to follow the rules and regulations and customs of normal corporate bodies. There is no proper training and no thorough background and verification checks done. EOBI and social security is not being given to them. There is exploitation of these poor people. The employer is making money but the benefit is not passed on to the employees. I ensured all this for my employees. We have our own training

school where everyone has to go through mandatory training. We have health insurance for our 15,000 employees of our Group and their 53,000 family members. They have comprehensive hospital coverage without paying a single penny. Around 6,000 employees have subsidized food and free accommodation. In private security business, the most important ingredient is the individual and I think most of the companies fail to focus on employees.

Outlook: What role did you play as the president of All Pakistan Security Agencies Association (APSAA)?

IS: I was elected president three times, and I tried my best to resolve the issues; I had some of the finest people with me in the executive committee of APSAA. But, I found the majority was not interested in addressing the real issues of employees. There is no such thing as employee welfare and their entitlement. The army says the glory and honor of the regiment comes first, the contentment and welfare of the command comes next and your own safety and comfort comes last. Here, safety and comfort comes first, then the institution, and then the employees. We have SMS and Wackenhut as member of APSAA and I decided long time back that I would stay only as a member of APSAA but play no active role. Just get an internationally credited inspection agency to do a security/credit check of the Members of the Executive Committee of APSAA whether they conform to the laws of the land. All of them will not pass detailed scrutiny.

Outlook: Why is there increase in number of private security agencies?

IS: The law and order situation has deteriorated overtime. Many watchmen are now turned into security guards. Corporate sector has entered the market. I am sorry to say that even the best corporate customers do not look into security and have no clear understanding of the concept of quality service and they want services at cheapest rate. They wait for some incident before their mindset is changed and then ask for quality service. Multinationals and embassies to some extent are quality concerned and are less ready to compromise on service quality.

Outlook: What is the ratio of law enforcement personnel and security guards?

IS: In Karachi, the ratio of police to security guards is 1:3.

Outlook: Is this increasing number showing failure of police?

IS: Not at all, they are doing fine. They can do better if they are released from VIP duties. One third of the force is busy with VIP protection, another one third is politically inspired and only one third is available to handle the situation.

In private security business, the most important ingredient is the individual and I think most of the companies fail to focus on employees

Outlook: What types of people are hired in security services companies?

IS: They are mostly armed forces personnel. Armed forces are a great reservoir of trained personnel but now the situation is changing and less people coming in here as forces are rehiring them, they are getting good jobs in corporate sector and also being hired in CPEC related projects. We do take fresh people, provided they have proper education and they go through our training program. Technology has become an important tool for security management and we hire high-tech people as well.

Outlook: What kind of training is provided in your group?

IS: We have our own training school, in Islamabad and Karachi. We provide training as per US Diplomatic Security Service (DSS) standards. This includes 80 hours of classroom and 40 hours of practical training including live firing and handling bombs.

Outlook: What new concepts did you introduce in the market?

IS: We have set industry standards for the market which are difficult for others to match. The clients are getting demanding and service provider has to show that they are capable. Today, SMS

is household name because of efforts of all the team members. We got our people trained in other countries and they have been certified by international agencies.

Outlook: Your biggest success?

IS: I upgraded the watchman to security guard. Given them their due rights and set highest level of service quality. We have the most prestigious clients with us. We believe in transparency and do not get involved in any kind of unfair means.

Outlook: Your biggest failure?

IS: The biggest failure is I could not upgrade the majority of the security industry to the desired level of service quality and employee welfare.

Outlook: Your biggest regret?

IS: Being made to leave the Army is the biggest regret. I wanted to command my battalion before 1971 2E Bengal and after 1971, 44 Punjab (now 4 Sindh). 4 Sindh has a rifle company bearing my name. Along with being given battlefield promotion to the rank of Major this was bestowed by Lt Col (Later Brig) Muhammad Taj SJ & Bar CO 44 Punjab (now 4 Sindh) on Dec 13, 1971.

Outlook: Did you compensate this by sending your son to army?

IS: My son has studied abroad and has chosen to be a lawyer. He has been acknowledged as one of the best lawyers in US in his field and was mentioned in two top directories in US; Legal 500 and US Chamber of Law for several years up to date. I did not pressurize him on his professional choice. Once we visited the battalion and at that time he had tears in his eyes and said I should have joined army and commanded this battalion! All my children chose their careers at their own and are doing very well.

Outlook: Your approach to business?

IS: My business approach is: you are there to give service to the people and you must be paid for it. You should not have hit and run approach, develop an association with your clients. Our association with US embassy is now 30 years and we have provided them 2,500 guards. We won all the bids there on merit.

Outlook: How do see employees and their welfare?

IS: I consider my employees as my family. Love and respect your employees they will do everything for you. Allah SWT says take care of your dependents and I will take care of you. We are supporting 125 widows by giving half salary for two years and any other support they need. Over 300 children are being educated on SMS expense.

Outlook: What more to achieve?

IS: I have a dream of establishing Islamic electronic microfinance bank which will be providing loan to poor people through technology. We spent three years and \$4.5 m to get license for financial services from State Bank of Pakistan and establishing a new switch in the country. We want to have true Islamic banking in the country. My aim is to have financial inclusion for people of Pakistan.

Our Islamic electronic microfinance bank will provide loan to people in few minutes. We are coming up with Mobile Wallet and we have signed with SAP to provide state of the art mobile wallet. SAP is so impressed with us that they are establishing an innovation lab in Pakistan in our premises. We have established Virtual Remittance gateway limited (VRG) to provide high-end financial services. Do not just promise, deliver more than what you promise.

I am member of World Economic Forum (WEF), we have been hosting breakfast for presidents and prime ministers of Pakistan as well as other dignitaries at WEF for the last 15 years.

Outlook: What is the importance of ethics in business?

IS: Very important. Earlier whole business was based on verbal dealings and everyone kept his words. This was the highest form of ethics.

Outlook: Your ideal personality?

IS: My ideal personality is Muhammad Ali Jinnah; his character is matchless. He is my role model. A number of teachers and seniors are very close to me and have guided me all the way.

Outlook: Your approach to life?

IS: Work hard, relax, and go easy. Look after your inner and extended family.

Just an hour before you came in there was a widow with her daughter (our former employees), she came in to thank for the all the support we provided for her two daughters' marriages.

Outlook: How do you see your family?

IS: I am proud of them and their achievements. I give time to my family and visit selected friends. I prefer to stay home and compensate for my absence due to travelling.

Outlook: Your connection with romance, poetry, literature, etc.?

IS: I write weekly article in Business Recorder. I wrote English poetry 50 years ago when I was young. I am very fond of music, I love watching TV and movies. I hate talk shows.

Outlook: Which sports did you play?

IS: At the Pakistan Military Academy, I was an athlete and a cricket player. I also captained the cricket and athletics teams at Dhaka University.

One third of the force is busy with VIP protection, another one third is politically inspired and only one third is available to handle the situation

Outlook: Do you play golf these days?

IS: I hate golf. There is no pleasure in hitting a ball and then walking, you can walk otherwise. The amount of money, water, and space spent can be used for so many other purposes. People have no water to drink; you can make ten stadiums in place of one golf course. I am member of golf club but never played golf there.

Outlook: If someone comes in for guidance, what do you emphasize?

IS: Maintain the integrity of soul; no matter what happens.

Outlook: What is the world to you?

IS: It is a fantastic place to live in, as long as you understand that there are many deprived people, and, if you are do anything to make their life better, you are

doing great.

Outlook: Any spiritual experiences?

IS: I was in solitary confinement, in prisoner camp. I could not sleep, I was afraid. I used to feel a hand caressing my head. I used to hear someone telling me this that if tried to escape, all the doors would open for me. I managed to escape from the camp.

Second is when my father died, my mother called me and told that father's condition was critical, I rushed from PECHS to DHA and stopped at Abdullah Shah Ghazi (ASG) mazar to pray, my father also regularly visited and prayed at the mazar. While praying at mazar I heard twice my father calling my name, Chand (my nickname) and at that moment I knew my father died. When I reached his residence, he was gone but his head was tilted towards the door and my mother told me he was waiting for you and called you twice.

My father, mother, uncle, and an aunty are buried at ASG mazar. My father did not like black color and he was fond of qawwali. Now next to his grave, every Thursday, qawwali is held and the area is lighted.

I donot believe in dividing people, I want to connect people of all religions and sects.

Outlook: Message for government.

IS: Provide honest leadership. The people of Pakistan are the best just meet their expectation. Our company is recognized and respected globally because of Pakistani workforce. We are ISO 18788 certified and WEF also gave us certificate.

Outlook: Message for the nation.

IS: In ShaAllah the way things are working out, in 10 years' time we will be the most powerful nation. We have the skilled manpower and the material resources we just need an honest leadership.

Outlook: Message for the youth.

IS: Work hard and come up to your true potential.



Finance and Accounting for Non-Financial Executives at Islamabad

Management Course for Junior Executives

PIM will conduct a course on “Management Course for Junior Executives” at Karachi from August 7 to 10, 2017.

PIM's very popular course MJE is an ideal vehicle for giving first exposure in management to those who are about to begin their management careers, and to those who have recently been promoted to the management cadre. It covers, in considerable depth, the process of management and the functions of administration, modern concepts and practices in all functional areas of management e.g. Organizational Behavior and Management, Personnel Management, Marketing Management, Operations Management, Administrative Control, Financial Management etc.

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.

Team Work: Getting People to Work Together

PIM will conduct a course on “Team Work: Getting People to Work Together” at Karachi from August 28 to 29, 2017.

Poor team-work is a phenomenon which many organizations suffer from. Getting people to work together in a cooperative and collaborative manner, calls for skills and attitudes on the part of managers and group members which experience alone does not teach. This course has been specially designed to help managers improve team-work and organizational effectiveness, and will benefit managers at all levels.

Contracts Management

PIM will conduct a course on “Contracts Management” at Lahore from August 22 to 23, 2017.

Are your projects being derailed by outsourcing with high hidden costs? Are contracted services exceeding budget and schedule due to poor internal contracts management? Are contracts being terminated or tied up in claims or litigation?

If these sound familiar, your organization needs to develop professional Contracts Managers, who can manage your contracts in an efficient way. Contracts management training prepares you to understand the complete project cycle from acquisition planning and source selection to contracts administration up to final claims management.

Through this course, you'll learn how to use the core set of contracting skills that are needed to:

- Manage risks effectively.
- Evaluate price and cost proposals efficiently.
- Define, establish and justify "fair and reasonable" prices.
- Use proven techniques for conducting successful negotiations.

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.

Developing Human Resource and Administrative Policy Manual

PIM will conduct a course on “Developing Human Resource and Administrative Policy Manual” at Islamabad from August 28 to 30, 2017.

With the increase in pressure from global market it is imperative for managers in Pakistani industry to have complete understanding of the Human Resource issues in the industry. The purpose of developing a manual is to define the policies and procedures that affect and

apply to the various types of employees in the organization. The policies provide information about working conditions, employee benefits, and policies affecting employment. This course is designed for HR personnel & individuals involved in developing policies & procedures.

Training Needs Analysis

PIM will conduct a course on “Training Needs Analysis” at Karachi from August 21 to 22, 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.

Financial Analysis: Concepts and Techniques

PIM will conduct a course on “Financial Analysis: Concepts and Techniques” at Lahore from August 29 to 31, 2017.

The course is intended to develop skills to assess the overall financial position of the firm its strengths, weaknesses and the financial implications of alternative course of actions. This course will help in evaluating the performance of the organization, the course is useful for managers involved in corporate planning and control, as well as for personnel of DFI's and banks involved in the financial evaluation of clients. A basic understanding of accounting is a prerequisite.

Improving Personal Effectiveness

PIM will conduct a course on “Improving Personal Effectiveness” at Lahore from August 21 to 23, 2017.

This course has been designed to help participants to make self-analysis from



Effective Communication Skills at Lahore

different angles and identify their weaknesses and strengths so that they may be able to determine the required course of action to improve their skills, knowledge and personality. The course is based on self-learning through questionnaires, tests and exercises.

Project Monitoring, Evaluation and Control

PIM will conduct a course on “Project Monitoring, Evaluation and Control” at Lahore from September 12 to 13, 2017.

Project monitoring allows project managers and project stakeholders to continuously evaluate the performance of projects against agreed parameters, whereas project control provides effective mechanisms to keep projects on track. This training program enables participants to understand the tools and techniques for effective monitoring and control during the life of a project.

The program will provide comprehensive knowledge about the methods for project monitoring and evaluation. It will also assist in understanding project reporting requirements and developing effective strategies for controlling projects

Skills in Goal Setting and Work Planning

PIM will conduct a course on “Skills in Goal Setting and Work Planning” at Karachi from August 29 to 31, 2017.

In this course extensive exposure to

exercises will help participants to learn the concepts of corporate planning and its linkage with corporate objectives and the strategy for the accomplishment of each goal. The focus will be to help participants to learn the art of negotiating goals with others, and monitoring and controlling goals and their achievement.

Executive Secretaries Course

PIM will conduct a course on “Executive Secretaries Course” at Karachi from September 25 to 26, 2017.

This course has been designed to train and develop personal secretaries so that they may be able to provide effective administrative support to their executives and run the office efficiently. Correspondence and filing responsibilities, secretarial services, information handling, dealing with people, managing time, etc. are essential elements of this training program.

Human Resources Management

PIM will conduct a course on “Human Resources Management” at Karachi from August 28 to 29, 2017.

The course is designed to provide a sound basis of the field of Human Resources Management and how is Human Resources Management different from personnel management. The aim of the course is to provide the participants with the latest tools and techniques in the field with special reference to the Pakistani scenario.

PIM COURSE SCHEDULE

August to September 2017

KARACHI

Aug 7-8	Corporate & Business Law
Aug 7-9	Developing Human Resource and Administrative Policy Manual
Aug 7-10	Management Course for Junior Executives
Aug 7-18	Advanced Management Program
Aug 15-16	Getting Massive Results by Neuro Linguistic Programing (NLP)
Aug 16	How to Conduct Effective Meetings
Aug 21-22	Training Needs Analysis
Aug 21-23	Advanced MS Office
Aug 21-22	Motivating Self & Others
Aug 21-22	Breakthrough Thinking: Psychology for Success
Aug 28-29	Team Work: Getting People to Work Together
Aug 28-30	Human Resources Management
Aug 29-31	Skills in Goal Setting and Work Planning
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

LAHORE

Aug 7-8	Handling Difficult People
Aug 7-9	Principles of Good Management
Aug 15-16	Building Resilience: Prepare Yourself to Thrive in Challenging Times
Aug 15-16	3D Presentation Skills Using Powerpoint & Flash Tools
Aug 21-23	Improving Personal Effectiveness
Aug 21-23	Advanced MS Access 2010 With MySQL Server
Aug 22-23	Contracts Management
Aug 22-24	Workshop on Project Management
Aug 28-30	Effective Letters, Reports and Presentations
Aug 28-30	Quality Assurance & Management
Aug 28-30	Improving Spoken English Skills
Aug 29-31	Financial Analysis: Concepts and Techniques
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

ISLAMABAD

Aug 8-9	Results Based Management & Monitoring
Aug 8-10	Problem Solving and Decision Making Skills
Aug 15-16	Selling Competencies
Aug 21-23	Best Practices in Hygiene and Food Safety Management
Aug 22-23	Negotiation Skills
Aug 28-30	Developing Human Resource and Administrative Policy Manual
Aug 28-29	Understanding PPRA Rules
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

For details and registration please contact the Program Office

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PIM UPCOMING CERTIFICATION AND DIPLOMA PROGRAMS

Diploma in Accounting and Finance

Starting: July 19, 2017 **Duration:** 3 Months
Day: Mon & Wed **Timings:** 6 p.m. to 9 p.m.

IELTS Preparation Course

Starting: July 23, 2017 **Duration:** 1.5 Months
Day: Sunday **Timings:** 10 a.m. to 4

Diploma in Industrial Relations and Labor Laws

Starting: July 23, 2017 **Duration:** 4 Months
Day: Sunday **Timings:** 10 a.m. to 4

Certified MS Excel Professional

Starting: July 23, 2017 **Duration:** 3 Months
Day: Sunday **Timings:** 10 a.m. to 4

Diploma in Human Resource Management

Starting: July 26, 2017 **Duration:** 4 Months
Day: Mon & Wed **Timings:** 6 p.m. to 9 p.m.

Diploma in Education Management

Starting: July 26, 2017 **Duration:** 4 Months
Day: Mon & Wed **Timings:** 6 p.m. to 9 p.m.

Diploma in Quality Management

Starting: July 26, 2017 **Duration:** 4 Months
Day: Mon & Wed **Timings:** 6 p.m. to 9 p.m.

Diploma in Business English for Professional

Starting: July 26, 2017 **Duration:** 4 Months
Day: Mon & Wed **Timings:** 6 p.m. to 9 p.m.

Diploma in Administrative Skills

Starting: July 26, 2017 **Duration:** 4 Months
Day: Mon & Wed **Timings:** 6 p.m. to 9 p.m.

CSCP Study Group

Starting: July 27, 2017 **Duration:** 4.5 Months
Day: Mon & Thu **Timings:** 6 p.m. to 9 p.m.

Diploma in Project Management

Starting: July 27, 2017 **Duration:** 4 Months
Day: Tue & Thu **Timings:** 6 p.m. to 9 p.m.

Primavera P6

Starting: July 27, 2017 **Duration:** 2.5 Months
Day: Sunday **Timings:** 11 a.m to 3:30 p.m

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Security and Risk Management

Conducted by Chinese Experts

As the vision for One Belt One Road (OBOR), especially the China-Pakistan Economic Corridor (CPEC) becomes a reality now and in the next 13 years to come...Pakistan business is poised to play an integral part in the arising demand for domestic market as well as the global economic growth through connectivity and friendship OBOR envisages. The top risk for CPEC lies in safety & security, according to the report released. Realizing this need, Pakistan Institute of Management (PIM) and Hua Shun Safety & Security Service Corp. Ltd joined hands to provide the Safety & Security course to help organizations upgrade their security levels by introducing Chinese professional standards and skills.

First time in Pakistan



Learning Outcomes

- ✳ Improve organizational security understanding and techniques;
- ✳ Enhance professional and career potential in security management;
- ✳ Enroll in Hua Shun Safety & Security Service priority list for further cooperation;



Course Contents

1. Brief Chinese culture and how to work with Chinese people
2. Security technologies and products
3. Dealing with emergencies, specially focused on explosives, and attacks;
4. Dealing with cyber terrorism
5. Security and safety risk assessment: principles and methodologies;
6. Practical usage of Chinese martial art for security guards
7. Safety tips and protocols

TRAINER PROFILE

Mr. Hongzhang Hu holds Masters in Law from Sichuan University. He is Chinese martial arts practitioner and has 27 years law enforcement experience. He received several awards of Merit Citation Class II and Class III. He served in senior positions in law enforcement in China and also in Peace-keeping mission in Liberia.



PARTICIPANT PROFILE

This program is designed for Security Professionals and Administrators working in all types of organizations.

6 Days Workshop
09:00am to 05:00pm
Fee: Rs 36,000/- Per Participant

Karachi

10th to 15th July, 2017

Lahore

17th to 22nd July, 2017

Islamabad

24th to 29th July, 2017

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