

# MANAGEMENT OUTLOOK



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**Training for School  
Education and Literacy  
Department, Government  
of Sindh**  
August – September 2017



**Dr. Marc Siegal**  
Interview Page 10



**EOBI Training**  
July – August 2017

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GOVERNMENT OF PAKISTAN, MINISTRY OF INDUSTRIES & PRODUCTION

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## EXECUTIVE DIRECTOR'S MESSAGE

Management on the go! This idea sounded alien to us two decades back but now reality and essential to manage effectively. Executives today are managing their office work from home, while travelling in car or plane, or waiting in some lounge. The technology today has enabled all of us to do wonders from anywhere. Today even complex decision are taken on the go. Technology, business, and office work are so integrated that one cannot survive without addressing all three planes. This means, now executives are supposed to be more updated and alert to run their organizational affairs. Self-development is the solution. So never stop developing yourself whatever your stature is.

Today we have no excuse as the technology is our servant and is there to support us in all our endeavors. Learning any new concept or skill is now at the distance of our fingertips. Our convenience is the topmost priority. Managing our time is the main skill in this age of over information. If we can bring and maintain work life balance, I think that is the ultimate success for today's professional.

Think, Grow, be Happy, and have a work life balance.

**Mohammad Abid Hussain**

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## EDITOR'S NOTE

How many of us have 'role models'? Is it necessary to have role model? Yes. Having a role model motivates us, rejuvenates us, and provides inspiration to move on against all odds. All of us go through difficult times and this is when the role model comes in front of us and make us stand again and fight the situation and survive and thrive as winner.

All of us have seen movies where heroes going through many hard things in life but finally winning over everything and every ONE! I am sure many a times we recalled all that and took ourselves as that hero and got recharged to fight the situation.

So choose your role model NOW!

Happy learning!

Allah SWT bless us all.

**Muhammad Ovais**

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## Goodbye and Welcome

### Thank you Sir!

Mr. Khizar Hayat Gondal, Outgoing Federal Secretary of Ministry of Industries and Production Ex-Chairman, Board of Governors, Pakistan Institute of Management (PIM) lead the board with his vision and dynamic leadership and inspired us to get into many new ventures and continue with all our operations more cohesively.

### Welcome Sirs!

Pakistan institute of Management (PIM) welcomes Sardar Muhammad Arshad Khan Laghari, Minister of State, Ministry of Industries and Production. We believe that you will be really instrumental in aligning the ministry with modern approaches.

We also welcome Mr. Maroof Afzal, Federal Secretary Ministry of Industries and Production and Chairman, Board of Governors, Pakistan Institute of Management (PIM). We have trust and faith in your leadership and have confidence that your leadership will help the institute progress in more innovative ways.



# HOW TO SOLVE THE MISMANAGEMENT CRISIS

This article is adapted from the book, *How to Solve the Mismanagement Crisis* by **Dr. Ichak Adizes**.

*How to Solve the Mismanagement Crisis* is a management bestseller, published in over 20 languages, with a fresh analysis of how to manage for profits and growth.

Dr. Adizes is one of the world's most recognized thought leaders in business and management theory.

Management and more so, good management is harder than it seems. In this Book Dr. Ichak Adizes explains that the fact is that difficulties in management exist, and goes on to explain why they arise and how to cope with them.

His approach to management is by recognizing that the process is too complicated for any one individual to simultaneously perform all of the necessary roles. Accordingly, the so-called "perfect manager" exists only in textbooks.

Management and this is what PIM strives for. The excerpts from the book will enable business owners, CEOs, and executives to diagnose mismanagement, and proposes strategies for treating it in its various manifestations.

Companies that now follow the Adizes Method note that communication has become easier, problems are solved more easily and in a faster time frame, staff turnover decreased to a minimum, while productivity increased, as did profitability and market share. Additionally, the morale of staff increased with individuals actively working to collaborate and help one another.

Contrary to the popular belief that the success of the organization is dependent on a single individual who should be the "perfect textbook manager," Dr. Adizes claims that there is no such person in existence. Ignoring this fact leads to a loss in both productivity and profits.

He opines that management is too complex a process for anyone to hope that one person can perform all management functions equally well. Each function, each role, requires a special style – and definition of behavior in various situations. The problem is that these styles contradict each other. Therefore, a person may be able to play each role, implementing a different style, at different moments. However, he or she will never be able to embody all of the management styles and roles all at once.

## Management Problems in Others

An organization's management problems are always rooted in the people who are managing – or rather, in their inability to fulfill their roles. Dr. Adizes developed the idea that the fundamental role of management for any team, department, company, family, or even country, can be defined by just four basic functions. If an organization can develop these four roles, then it will be successful over the short as well as the long term. The understanding of these functions and how to develop them in an organization is therefore essential knowledge for management.

These four management functions are as follows:

- \* P- Producing results. What results? Satisfying customer needs. This manager is better able to focus on

the basic reason for the existence of the organization, and to direct employees' activities regardless of subject area (whether that's marketing, engineering, or sales).

- \* A- Administering While the Producing role focuses on what to do, the Administering role focuses on how to do things. This is the manager who plans, coordinates, monitors and controls the execution of tasks. In other words, the administering role is developed by those activities and functions that are directed at getting things organized, planned, scheduled, systematized, and generally under control by capturing the learning curve about how to do things right in processes, procedures, and systems.

- \* E- Entrepreneuring. The manager-entrepreneur is the manager who initiates the process, is creative with events, and is a main drive behind the development of the company. This manager helps drive the organization to successfully adapt to change. This manager is one with foresight, vision, and is the one who sees things that others cannot see. This manager is willing to take more risks than others.



**\*I- Integrating.** The manager-integrator focuses on the development of a cohesive team that makes the organization efficient over the long term. Organizations that are well integrated have a pervasive and persistent culture of mutual trust and mutual respect.

Management is a team game. Each player has his or her own set of skills and abilities. Together they form a balanced leadership team.

### **Improper Management Styles**

When a manager does not fulfill any of the four managerial tasks/roles listed above (PAEI) he or she is actually mismanaging.

With that said, there are five styles of wrong management. Here's how to recognize them

#### **The Lone Ranger:**

Recognizing the lone ranger is very easy: He is always swamped with work, which he does not delegate. He does not develop his subordinates and believes – in fact, he is absolutely sure – that only he can get results! Sooner or later, “The inner engine” of the lone ranger blows up, and he crashes. When this happens, he leaves behind confused and untrained personnel. Even if he doesn't crash and burn, the lone ranger prevents further development of valuable personnel.

#### **The Bureaucrat:**

For the bureaucrat, rules are everything. If you call a company and they respond sadly that they just cannot do anything about your problem ... they're just following the rules ... you can be sure that the company is a controlled bureaucracy. A major problem is that the bureaucracy is not focused on achieving company goals, but rather on maintaining set rules. Maintaining stability and certainty, suppressing initiatives and ideas is typical of these types of managers ... and because of his or her actions, staff turns into passive cogs in a machine. The worst thing for these types of managers is change.

#### **Arsonist:**

The Arsonist-manager is an entrepreneur running amok. Under his manic style,

the company is torn apart as he seeks to follow and implement mass trends and ideas that he believes should have been put into practice ... yesterday. He must see that every employee is busy doing something. Yet most of the employees are not occupied by anything because they don't understand what to do to make their boss happy. This type of manager needs “yes” men, a cheer leading team, people who will cheer on and support his ideas. The company blazes ahead, but serious problems get ignored as staff focus on each of the boss's new ideas. This inevitably comes back to bite the boss, and the company in the end.

#### **The Super Follower:**

The most important thing for the Super Follower is that there are no conflicts in the company. These manager types have no ideas or goals of their own. Most of the time Super Followers spend time on meetings and discussions, always afraid to take the initiative and make a decision. Maintain the status quo is his motto. With him in charge, the company may somehow move forward as long as the majority of staff maneuver and arrange everything. However, because there is no effective leadership from the Super Follower manager, as soon as the majority happens to be against something or does not achieve a desired result, the collapse of the company is inevitable!

#### **Deadwood:**

The manager who is basically a pseudo-manager, who has not developed himself can be compared to deadwood. They do not fulfill the management role. They often become managers through nepotism, or through some other connection. “He knew somebody, who knew somebody.” These types of managers are like a slow poison that can actually lead to the death of the company.

#### **A good manager has 9 important qualities. They are:**

1. He can perform all four managerial roles, although he will not be able to perform all of them equally well. However, the good manager should be able to perform at least one of the four roles supremely well, and the others he should be able to at least

satisfactorily perform.

2. He knows his own strengths and weaknesses. To successfully manage, he should be well aware of himself. He should know in which of the standard PAEI roles he is strong, and which ones he is relatively weak in. To know himself, the manager must establish contact with the outside world. He must truly hear and listen.
3. To be a successful manager, one must be “in touch” with others. He keeps in touch with others. He listens to criticism in order to better understand himself and what he does.
4. He has a balanced view of himself.
5. He is strong and confident in his abilities. He does not shape shift into someone else, at least in the short term.
6. He can effectively evaluate and recognize the excellent work of others.
7. He accepts thoughts and opinions on subjects when those thoughts may be wiser or more profound than his own.
8. He is able to resolve conflicts that inevitably arise when people with different needs are in the same management team.
9. He creates an environment conducive to learning. A good manager works to create a learning environment where perceived conflict is not a threat but is an opportunity to develop.



# Fill the blanks to complete the quote

**1**  
Expect the best,  
prepare for  
the \_\_\_\_\_  
*Muhammad Ali Jinnah*

**2**  
No religion  
is higher  
than \_\_\_\_\_  
*Abdul Sattar Edhi*

**3**  
With guns you can  
kill terrorists,  
with \_\_\_\_\_ you  
can kill terrorism.  
*Malala Yousafzai*

**4**  
I came,  
I saw,  
I \_\_\_\_\_  
*Julius Ceasar*

**5**  
Let them  
eat \_\_\_\_\_  
*Marie Antoinette*

**6**  
Ideas shape the  
course of \_\_\_\_\_  
*John Maynard Keynes*

**7**  
Those who cannot  
remember the past  
are condemned to  
\_\_\_\_\_  
*George Santayana*

**8**  
A journey of  
a thousand miles  
starts with a  
\_\_\_\_\_  
*Laozi*

**9**  
Genius is one percent  
inspiration, ninety-nine  
percent \_\_\_\_\_  
*Thomas Edison*

**10**  
A cynic knows the  
price of everything  
and the \_\_\_\_\_ of  
nothing  
*Oscar Wilde*

**11**  
Religion is  
the \_\_\_\_\_ of  
the masses  
*Karl Marx*

**12**  
It is a riddle  
wrapped in a mystery  
inside an \_\_\_\_\_  
*Winston Churchill*

**13**  
If I have seen  
further it is only  
by standing on the  
shoulders of \_\_\_\_\_  
*Isaac Newton*

**14**  
If God did not exist,  
it would be necessary  
to \_\_\_\_\_ him  
*Voltaire*

**15**  
Hell is  
\_\_\_\_\_ people  
*Jean-Paul Sartre*

**16**  
There are three  
kinds of lies: lies,  
damned lies,  
and \_\_\_\_\_  
*Mark Twain*



By Aslam Soni  
PIM Faculty



## CHALLENGES OF SUPPLY CHAIN MANAGEMENT

**This is the third 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 various challenges in the management of Supply Chain .**

Because a supply chain has so many moving parts, it's extremely open to errors, and one small error can intensify quickly out of control. This article takes a look at some of the primary challenges a supply chain may face and identifies indicators of a supply chain that is out of control and needs to be fixed.

### Primary Supply Chain Challenges

One of the most fundamental goals of any organization is to deliver maximum value for its shareholders. This goal is typically reflected in many metrics such as return on assets (ROA), return on invested capital, or economic profit. Yet, to continuously deliver on this goal, there are four key challenges that your company must overcome. Let's take a closer look at them below:

#### 1. Demand uncertainty and volatility



It's no secret that the omni-channel consumer — who shops and buys through more than one channel and expects a similar shopping experience across all channels — is making it more difficult to forecast demand these days. Business-to-business customers have also become increasingly difficult to forecast. Markets continue to be disrupted by product innovation, the rise of private-label products and rapidly

growing emerging economies. Add to that events such as the global economic downturn, earthquakes, hurricanes, and geopolitical instability that contribute to demand volatility, and you can see why supply chain managers are concerned.

#### 2. Globalization



To capture demand in emerging economies, companies have scrambled to open channels and form joint ventures. At the same time, they have moved rapidly to develop supply capabilities from the same low-cost countries. This has led to a complex mishmash of channels downstream and supply capabilities upstream. As a result, companies are struggling to achieve end-to-end visibility, optimize production and inventory assets, and continuously synchronize their downstream channels and upstream supply. The continued globalization of supply and demand has also increased the level of risk inherent in the supply chain.

#### 3. Escalating consumer expectations



Thanks to online retailing, consumers can buy anything, anytime, anywhere. These omni-channel consumers have grown to expect a consistent and seamless shopping experience, regardless of whether they're connecting with a retailer via store, web-site, catalog, mobile phone, or social media (or even buying directly from the manufacturer). Companies that can't meet these expectations are losing customers as a result.

#### 4. New product introductions



In most industries, continuous product innovation is critical to success. This is particularly true in short life cycle industries such as consumer electronics, but is also important to longer life cycle industries such as automotive, industrial, and consumer packaged goods. If not handled well, product introductions can create problems.

Now the question is, how are these challenges impacting companies' day-to-day operations? Here's a quick

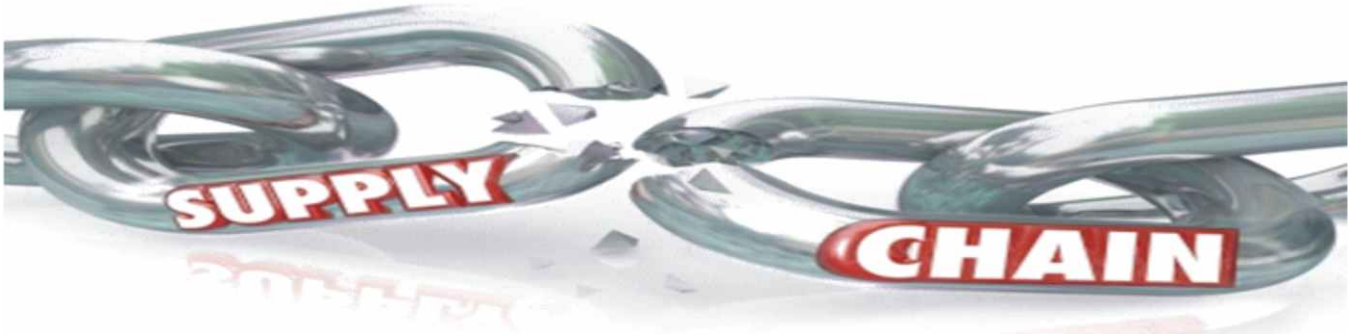
look at some of the consequences:

- The average forecasting error in the consumer packaged goods (CPG) industry is 39 percent. (according to a survey conducted by Demand Planning LLC)
- The number of stock-keeping units in CPG has risen by more than 50 percent in the past decade, according to the Food Marketing Institute.
- On average, there are over 40 days of

inventory on hand in retail supply chains and nearly 70 days of inventory on hand in manufacturing supply chains, according to the Global Working Capital Annual Review.

- At any given time, 8.3 percent of inventory is out of stock, according to a white paper by IRI.

It's easy to see why some companies are struggling to stay ahead.



(Next issue will highlight the signs of a broken supply chain.)

## Character Development: 10 Pointers

It is something special to be around someone who has real character in all that they do. Below are 10 ways to build your character by adopting a positive attitude in achieving your own level of personal and business success.

1. Do it even if it's difficult.
2. Take responsibility for your choices, your actions and your consequences.
3. Know why you do what you do.
4. Be honest, and be true to your word, both with yourself and with others.
5. Know your strengths, and work from them. Know

your weaknesses even better, and avoid feeding into them.

6. Recognise your choices and use them wisely.
7. Develop self-discipline and know how not to overdo it.
8. Develop the ability to luxuriate, know when it's time to stop, and be able to stop.
9. Know the difference between what you want and what you need.
10. Recognise and respect boundaries. Be clear about your own, and give equal value and weight to those of others.

### Page 6 Quiz Answers

1. Worst 2. Humanity 3. Education 4. Conquered 5. Cake 6. History  
7. Repeat it 8. Single step 9. Perspiration 10. Value 11. Opiate 12. Enigma  
13. Giants 14. Invent 15. Other 16. Statistics

# Procrastination: How it affects your life

I WAS  
GOING TO  
PROCRASTINATE  
TODAY, BUT I'LL JUST  
DO IT  
TOMORROW.

There are many ways to avoid success in life, but the most sure-fire just might be procrastination. Procrastinators sabotage themselves. They put obstacles in their own path. They actually choose paths that hurt their performance.

Why would people do that? two of the world's leading experts on procrastination: Joseph Ferrari, Ph.D., associate professor of psychology at De Paul University in Chicago, and Timothy Pychyl, Ph.D., associate professor of psychology at Carleton University in Ottawa, Canada have some observations.

Twenty percent of people identify themselves as chronic procrastinators. For them procrastination is a lifestyle, albeit a maladaptive one. And it cuts across all domains of their

life. They don't pay bills on time. They miss opportunities for buying tickets to plays and concerts. They don't cash gift certificates or checks. They file income tax returns late. They leave their festival shopping until last minute.

It's not trivial, although as a culture we don't take it seriously as a problem. It represents a profound problem of self-regulation. And there may be more of it in other countries because we are so nice; we don't call people on their excuses ("my car broke down") even when we don't believe them.

Procrastination is not a problem of time management or of planning. Procrastinators are not different in their ability to estimate time,



although they are more optimistic than others. "Telling someone who procrastinates to buy a weekly planner is like telling someone with chronic depression to just cheer up," insists Dr. Ferrari.

Procrastinators are made not born. Procrastination is learned in the family milieu, but not directly. It is one response to an authoritarian parenting style. Having a harsh, controlling father keeps children from developing the ability to regulate themselves, from internalizing their own intentions and then learning to act on them.

Procrastination can even be a form of rebellion, one of the few forms available under such circumstances. What's more, under those household conditions, procrastinators turn more to friends than to parents for support, and their friends may reinforce procrastination because they tend to be tolerant of their excuses.

Procrastinators tell lies to themselves. Such as, "I'll feel more like doing this tomorrow." Or "I work best under pressure." But in fact they do not get the urge the next day or work best under pressure. In addition, they protect their sense of self by saying "this isn't important." Another big lie procrastinators indulge is that time pressure makes them more creative. Unfortunately they do not turn out to be more creative; they only feel that way. They squander their resources.

Procrastinators actively look for  
*To be Continued page 12*

# INTERVIEW By Muhammad Ovais

## Dr. Marc Siegal

*An internationally recognized Certified Lead Auditor, Trainer and Skills Assessor for security and resilience management at San Diego State University.*



**Outlook:** What do you think is the dilemma that organizations are facing these days?

**Dr. Marc Siegal:** There are many dilemmas for organizations around the globe. These include but are not restricted to :Globalization because this has made everyone your competitor, cheap labor which is no more the differentiator, then there are no borders for ideas –knowledge based industries are competing with other industries, Quality assurance and reliability have become paramount, there is an increase in the recognition of the importance of supply chain risk management, there is proliferation of standards.

In addition there is now increasing concern about: Reputational risk, Intellectual property protection, Security and safety, Labor and human rights protection and Cyber crime.

**Outlook:** What is Organizational Resilience or what is a Resilient Organization?

**Dr. Marc Siegal:** Resilience is an aspirational objective ,there is no endpoint nor is there one-size-fits-all

formula. Organizations become more resilient by fully integrating proactive management of risk into their system of management. Everyone is seen as a risk maker and a risk taker, therefore- a risk manager. Emphasis is placed on security and risk awareness throughout the organization. The management of risk is viewed through the front windscreen, not through the rear-view mirror. Risk is considered at the strategic, tactical, operational, and reputational levels. Organizations are not viewed as islands but as part of a value chain. It is an iterative process where you learn by mistakes. This requires integrated systems approach and need enterprise-wide and system-wide interactions. Risk is perceived throughout the supply chain –who impacts you and who do you impact and also recognizing that the risk environment is dynamic and non-steady state.

**Outlook:** When does an organization move from an Ad-hoc approach to a Formal Structured approach?

**Dr. Marc Siegal:** The focus of any formal structured approach should be

*Dr. Siegal pioneered the concept of applying a systems approach to risk, resilience, and security management for organizations and their supply chains. He is co-author of Organizational Resilience: Managing Risks of Disruptive Events –A Practitioner’s Guide.*

enhanced risk and business management. The move to a formal approach may be driven by: Contractual requirements and client demands. Also, the need to demonstrate reliability in a supply chain and the need to improve business performance along with support for future market development including market expansion. Attention to Legal and liability protection and the need for data-and information-based business decision making cannot be underestimated.

Certification to a standard should not be a driver –rather it is a distraction. Let it be the gravy at the end of successful implementation. Implementation should be tailored to the organization’s system of manage-

ment, not just the standard. There should be recognition that objectives and outcomes are keys to success and

*Organizations become more resilient by fully integrating proactive management of risk into their system of management*

understanding the need for top-down and bottom-up approaches. Developing formal and informal communication channels, integrating risk and systems-thinking into all decision making is paramount. Organizations have to recognize that intangible assets may be more valuable than tangible assets.

**Outlook:** What is the advantage of breaking down siloes?

**Dr. Marc Siegal:** An efficiently run organization will have a single risk-based, information-based system of management focused on outcomes and opportunities.

Objectives need to be considered on the strategic, operational, tactical, and reputational level enterprise-wide, division-wide, and locally. An integrated and holistic approach maximizes precious resources and minimizes duplication of efforts. Breaking down silos enhances the collaborative effort needed to address complex multi-disciplinary issues that organizations and their supply chains must address in the global market. Proactive management avoids problems and increases response times, enhances communication helps decrease miscommunications, and helps build social capital. Security and risk

awareness, communication, and training promote a culture of resilience by incorporating them in all aspects of the business. Security and risk management support the creation of value—they are part of the operating system.

**Outlook:** Does management need to commit to a System(s) of Management?

**Dr. Marc Siegal:** A formal system of management (aka. "Management System") establishes a strategy for the organization by focusing resources on areas critical for organizational success and achieving objectives. All management systems establish policies, requirements,



procedures, and guidelines that, when followed, will provide reasonable assurance that the outputs will be as expected. A successful system of management defines the business culture of the organization, how it manages its people and resources. The most important element of a system of management is the human element. Cultural change means behavioral change, so this must be tailored to the organization and its people.

**Outlook:** What are the Primary Components of a Management System?

**Dr. Marc Siegal:** Core processes that

focus on the primary outputs of the system and the processes that create them (e.g. assessment and treatment of risk). Key supporting processes that provide inputs into the core elements and measure the results of the outputs (e.g. processes for competence and awareness; communication). Management system supporting elements (e.g. document and record control; internal auditing)

**Outlook:** How to design the Framework for managing risk?

**Dr. Marc Siegal:** It is a holistic process requiring understanding the organization and its context, establishing risk management policy, defining accountabilities, integration of organizational processes, arranging resources, establishing internal and external communication and reporting mechanisms.

**Outlook:** How can an organization establish risk management policy?

**Dr. Marc Siegal:** First clarify the organization's rationale for managing

risk and moving on with linking the organization's objectives and

*Organizations have to recognize that intangible assets may be more valuable than tangible assets.*

policies and the risk management policy. Accountabilities and responsibilities for managing risk must be defined. Conflict of interest must be handled and commitment to make the necessary resources available to assist those accountable and respon

sible for managing risk. Have a mechanism to measure risk management performance and its reporting. Commitment to review and improve the risk management policy and framework periodically and in response to event or change in circumstances is also important.

**Outlook:** Any suggestions for recording the Risk Management Process?

**Dr. Marc Siegal:** Risk management activities should be traceable, with documented assumptions, understood biases, organization's needs for continuous learning, and benefits of reusing information for management purposes. Costs and efforts involved in creating and maintaining records should be considered from legal, regulatory and operational needs for records. Methods of access, ease of retrieval and storage media, retention period, and sensitivity of information must be clearly understood and defined.

**Outlook:** How to implement the Framework for managing risk?

**Dr. Marc Siegal:** Define the appropriate timing and strategy for implementing the framework. Apply the risk management policy and process to the organizational processes. Comply with legal and regulatory

*An integrated and holistic approach maximizes precious resources and minimizes duplication of efforts.*

requirements. Ensure that decision making, including the development and setting of objectives, is aligned with the outcomes of risk management processes. Hold information and training sessions. Communicate and consult with stakeholders to ensure that its risk management framework remains appropriate.

**Outlook:** Any suggestions to monitoring and review of the whole process?

**Dr. Marc Siegal:** Measure risk management performance against indicators, which are periodically

reviewed for appropriateness, like: measure progress against, and deviation from, the risk management plan. Have regular checking or surveillance to ensure that controls are effective and efficient in both design and operation. Obtain further information to improve risk assessment, analyze and learn lessons from events (including near-misses), changes, trends, successes and failures. Detect changes in the external and internal context, including changes to risk criteria and the risk itself which can require revision of risk treatments and priorities; and identify emerging risks.

**Outlook:** How to ensure continual improvement?

**Dr. Marc Siegal:** Top management should review the organization's risk management framework, at planned intervals, to ensure continuing suitability, adequacy and effectiveness, appropriate resource commitments, development of a risk management culture, need for changes, and opportunities for improvement.

*Continue page 9*

distractions, particularly ones that don't take a lot of commitment on their part. Checking e-mail is almost perfect for this purpose. They distract themselves as a way of regulating their emotions such as fear of failure.

There's more than one flavor of procrastination. People procrastinate for different reasons. Dr. Ferrari identifies three basic types of procrastinators:

- arousal types, or thrill-seekers, who wait to the last minute for the euphoric rush.
- avoiders, who may be avoiding fear of failure or even fear of success, but in either case are very concerned with what others think of them; they would rather have

others think they lack effort than ability.

- decisional procrastinators, who cannot make a decision. Not making a decision absolves procrastinators of responsibility for the outcome of events.

There are big costs to procrastination. Health is one. Just over the course of a single academic term, procrastinating college students had such evidence of compromised immune systems as more colds and flu, more gastrointestinal problems. And they had insomnia. In addition, procrastination has a high cost to others as well as oneself; it shifts the burden of responsibilities onto others, who become resentful. Procrastination destroys teamwork in the workplace

and private relationships.

Procrastinators can change their behavior—but doing so consumes a lot of psychic energy. And it doesn't necessarily mean one feels transformed internally. It can be done with highly structured cognitive behavioral therapy.



# Easily Confused OR Misused Words

Some words sound so similar, it's easy to confuse or misuse them when writing. Computer spell check won't catch these mistakes! Use this list as a reference whenever you're unsure about which word fits in the context.

## 1. affect / effect

Effect is usually a noun that means a result or the power to produce a result: "The sound of the falling rain had a calming effect, nearly putting me to sleep."

Affect is usually a verb that means to have an influence on: "His loud humming was affecting my ability to concentrate." Note that effect can also be a verb meaning to bring about or execute: "The speaker's somber tone effected a dampening in the general mood of the audience."

## 2. all right / alright

Although alright is widely used, it is considered nonstandard English. As the American Heritage Dictionary notes, it's not "all right to use alright."

## 3. all together / altogether

All together is applied to people or things that are being treated as a group. "We put the pots and pans all together on the shelf." All together is the form that must be used if the sentence can be reworded so that all and together are separated by other words: "We put all the pots and pans together on the shelf."

Altogether is used to mean entirely: "I am altogether pleased to be receiving this award."

## 4. allusion / illusion

Allusion is a noun that means an indirect reference: "The speech made allusions to the final report."

Illusion is a noun that means a misconception: "The policy is designed

to give an illusion of reform."

## 5. alternately / alternatively

Alternately is an adverb that means in turn; one after the other: "We alternately spun the wheel in the game."

Alternatively is an adverb that means on the other hand; one or the other: "You can choose a large bookcase or, alternatively, you can buy two small ones."

## 6. Adapt / Adept / Adopt

Adapt means to make something suitable for a new use, situation – modify something. For example: The styles can be adapted to suit individual tastes.

It also means to Alter or modify the text to suit television or stage. For example: This story has been adapted for radio from English original.

The third meaning is to become adjusted to new conditions. For example: I adapted myself quickly to the new climates.

Adept : (adjective) means to be expert or skilled in something. For example: You are adept in telling lies.

Adept : (noun) means a person who is skilled in something. For example: He is an adept in carpentry.

Adopt means to take someone into one's family especially as one's child or heir. For example: As he has no child of his own, he decided to adopt an orphan.

It also means to choose somebody as a candidate or representative. For example: He has been adopted as a candidate from ABC University.

Another meaning is to take over and have or use something as one's own. For example :They adopted our production methods. Have you adopted a new style

of dress?

## 7. Accessary / Accessory

Accessary is a person who helps another in a crime. For example He was charged with being an accessary to the murder.

Accessory is something extra, helpful, useful, but not an essential part of. For example: What are the accessories of a scooter?

It also means small articles of a woman's dress. For example: Can you name the accessories of a woman's dress?

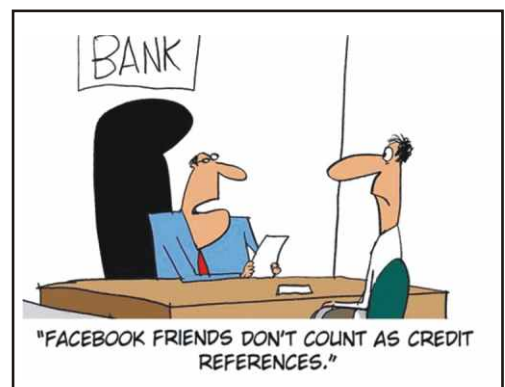
## 8. Accede / Exceed?

Accede means to Agree to request , proposal and so on. For example: She acceded to my earnest request.

It also means to to take office or to become a Monarch. . For example: I acceded to the chancellorship of the university last year. When did Akbar, The Great accede the throne?

Exceed means to go beyond what is allowed , necessary or advisable. For example: Do not exceed the speed limit. Your expenses should not exceed your income.

It also means to be greater or more numerous than something. For example: Her success exceeded all expectations. The price will not exceed two hundred rupees.



# **Training for School Education and Literacy Department (SED) Government of Sindh August-September 2017**

Pakistan Institute of Management (PIM) conducted training for the officers of SED posted in different districts of Sindh.

The trainings were conducted during September and October at the Pearl Continental Hotel by the PIM faculty in the areas of Communication and Presentation Skills, Financial Management, Goal Setting and Work Planning and Project Management.

These trainings helped in the development of the skills of the officers through lectures and activities.

A group of 210 participants attended the trainings which comprised of Taluka Education Officers, District Education officers, Data base Managers, Support Coordinators, Project Support Officers, Data Processing Assistants etc.



# EOBI Training

## July - August 2017

Pakistan Institute of management conducted training for the officials of EOBI in July and August 2017 at Karachi, Lahore and Islamabad.

The training was imparted in Microsoft Office, Finance, Communication and Management Personal Effectiveness.

An impressive number of participants were present. All the trainings were conducted by PIM faculty in an interactive environment.



# Personal Loyalty is More Important Than Professional Competence in Pakistan

By Atif Tufail  
Chief HR Officer,  
AKHUWAT



Usually, in our public and private sector organizations, personal loyalty is considered more important than professional competence and personal integrity. Paradoxically, management thought leaders advise business leaders consistently that hire team members that are professionally more competent than they are and when they will bring people who are more competent than they are, their organizations will thrive. However, when we scan organizations to find the evidence, we come to conclusion that it is an espoused theory and never a theory-in-use.

That is why our organizations are replete with loyal employees who knows only one thing and that is how to say yes sir to their bosses with humility. The all-knowing bosses feel good when their team members accepts their orders unquestioningly and never dare to challenge them. This makes conspiracy of silence all pervasive in our public and private sector organizations. Truth is the only casualty when conspiracy of silence takes over organizations. This triggers the process of making organizations 'story of the past' because people toe the line of key decision makers and never dare to present their alternative views to address business challenges.

It seems that no business leader including C-level executives or even functional managers would want to

have more competent people around them as almost all of them be afraid of losing credit and fear of getting drowned in the glory of the competent colleagues or juniors. Almost all leaders nowadays want to maintain their unilateral control and believe the only way to do that is by having normally less competent people around them. However, there is a tendency in family-owned business heads who made already a great success and achieved peak of emo-

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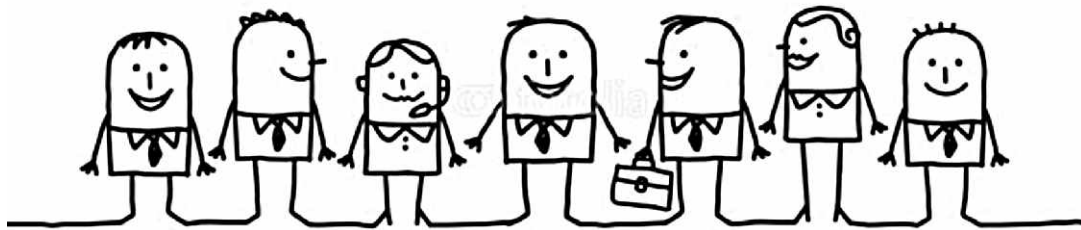
tional security seem to hire professionally competent people and downplay their functional expertise in business meetings.

Competency is defined as knowl-

over these leaders. For example, one chief engineer always chose a "yes person" as his subordinate wherever he had a choice. Some others recruit competent people and make them incompetent either by over boosting of their ego to a level of dysfunctionality, or pumping too much of their vision and styles and leave little choice for the person to use his/her other competencies. A Chairman went to search all over the world for a good CEO of international repute and pumped into is head a lot of ego that made the CEO partially incompetent by becoming rigid and exercising an inflated ego. He in turn chose a "Yes Person" as his next level and delegated whatever suited him. Usually, the board of the companies consist of renowned industrialists and bigwigs who are requested to become part of the board for enhancing the marketing worth of the company. However, these big guns add nominal value to the affairs

of the company owing to their busy schedules. These board members form committees to assist them. The selection of committee members is based on

convenience, network circle and popular names in the market. Conversely, people with domain expertise are usually neglected for reasons like unfamiliarity, they may challenge board member etc. In this way, the choice of the team member is based with whom one feels comfortable rather than one who can



edge, attitudes, skills, self-concept, emotional intelligence, values, traits etc. In corporate and academic world, it is a common practice that heads of many business houses and educational institutes ensure that positions a of importance is held by people who are less competent or at least have one weakness or the other which gives them a good handle of control

contribute. That is where competent people becomes impotent and the incompetent people acquire the status of lovable fools. Remember the article that appeared in Harvard Business review on 'competent jerks and lovable fools' (HBR, June 2005). The authors proposed that normally when people must choose people to help them at work, they use like ability over competence as a criterion. Many CFOs make sure that they do not have highly competent financial managers and refrain to select those who can surpass them, as it will lead to ego clash or sharing of credit. This also explains the reason why there is no succession planning in most organizations because senior people are afraid of losing their coveted positions. This is simply

because of the "fear of competent overshadowing the incompetent". Therefore, incompetence wins and the competence is shelved and sometimes retires unnoticed.

Let us now turn the argument round to say that it is not to your advantage if you are highly competent person. You should have some incompetence with you to be chosen to work with; otherwise, people will feel insecure in your presence. As a survival tool, the incompetent people find ways and means to marginalize competent people.

Most of the time it has been observed that to be competent and aggressive is a disadvantage and you may be discredited as a difficult person to

deal with or sometimes a person who only generates vibes and may not have much to contribute. This shows your competence has made you powerless and you should have been incompetent in a way that the other members feel more secure to have you as a member. However, if you are too timid and shy and are not noticeable even if you are competent in many ways you may be kept out. If you are competent and aggressive, again you are incompetent. Your competence makes you powerless. Your competence should be only to the level that makes others feel secure. The challenge is to be incompetently competent or competently incompetent. A competent jerk who is lovable or a lovable fool who is competent.

## Be inspired

# The Triple-Filter Test

In ancient Greece, Socrates was reputed to hold knowledge in high esteem. One day an acquaintance met the great philosopher and said, "Do you know what I just heard about your friend?"

"Hold on a minute," Socrates replied. "Before you talk to me about my friend, it might be good idea to take a moment and filter what you're going to say. That's why I call it the triple filter test. The first filter is Truth. Have you made absolutely sure that what you are about to tell me is true?"

"Well, no," the man said, "actually I just heard about it and..."

"All right," said Socrates. "So you don't really know if

it's true or not. Now, let's try the second filter, the filter of Goodness. Is what you are about to tell me about my friend something good?"

"Umm, no, on the contrary..."

"So," Socrates continued, "you want to tell me something bad about my friend, but you're not certain it's true. You may still pass the test though, because there's one filter left—the filter of Usefulness. Is what you want to tell me about my friend going to be useful to me?"

"No, not really."

"Well," concluded Socrates, "if what you want to tell me is neither true, nor good, nor even useful, why tell it to me at all?"

# The Obstacle in our Path

In ancient times, a King had a boulder placed on a roadway. Then he hid himself and watched to see if anyone would remove the huge rock. Some of the king's wealthiest merchants and courtiers came by and simply walked around it. Many loudly blamed the King for not keeping the roads clear, but none did anything about getting the stone out of the way.

Then a peasant came along carrying a load of vegetables. Upon approaching the boulder, the peasant laid down his burden and tried to move the stone to the side of the road.

After much pushing and straining, he finally succeeded. After the peasant picked up his load of vegetables, he noticed a purse lying in the road where the boulder had been. The purse contained many gold coins and a note from the King indicating that the gold was for the person who removed the boulder from the roadway.

The peasant learned what many of us never understand! Every obstacle presents an opportunity to improve our condition.



**Developing Human Resource & Administrative Policy Manual held at Islamabad**

## **Principles of Good Management**

PIM will conduct a course on “Principles of Good Management” at Karachi from December 4 to 6, 2017.

This program depicts the development of management thinking over the past 120 years, from the three distinct earlier schools to contemporary management. It provides managers with an in-depth knowledge of all the managerial functions, and how these can be used in our organizations. It also features the most significant pathfinders, thinkers and practitioners-whose ideas continue to shape management today. Managers learn about the practical principles of good management that make their organizations excel.

## **Skills in Goal Setting and Work Planning**

PIM will conduct a course on “Skills in Goal Setting and Work Planning” at Lahore from December 4 to 6, 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.

## **Conflict Management**

PIM will conduct a course on “Conflict Management” at Karachi from December 5, 2017.

Conflict is a disagreement among two or more individuals or groups. The modern view regarding conflict is that it is inevitable, and when it is channelized properly, it can actually be used for enhancing performance. The hallmark of a progressive organization is the way it uses the free flow of information to achieve its goals; this free flow often results in conflict and becomes detrimental to the organization. The program aims at recognizing effects of dysfunctional and suppressed conflict, and at exploring how conflict can be handled cordially and constructively in the organization, so that organizational interests are held paramount.

## **Effective Communication Skills**

PIM will conduct a course on “Effective Communication Skills” at Karachi from December 11 to 12, 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.

## **Stress Management**

PIM will conduct a course on “Stress Management” at Lahore from December 11 to 12, 2017.

Stress is known as the silent killer. Its continued impact, which is seldom felt

by an individual, weakens the human system and eventually leads to a breakdown of psychological and physical health.

Today's managers, burdened by ever increasing demands of information age management, are becoming increasingly vulnerable to stress induced problems and decisions.

This program is aimed at providing middle and senior managers with a comprehensive understanding of stress loaders in their personal and organizational lives, and helps them to develop effective stress management strategies.

## **Finance and Accounting for Non-Financial Executives**

PIM will conduct a course on “Finance and Accounting for Non-Financial Executives” at Karachi from December 11 to 13, 2017.

The course is intended for executives who do not have an accounting background, or who desire to brush up their financial accounting. It provides extensive exposure to concepts and practices of financial accounting, as well as to certain tools of financial analysis.

## **Presentation Skills for Managers**

PIM will conduct a course on “Presentation Skills for Managers” at Lahore from December 12 to 14, 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.

## **Development Course for Supervisors**

PIM will conduct a course on “Development Course for Supervisors” at Karachi from December 18 to 19, 2017.

This course is designed to provide

supervisors an opportunity to understand the basic principles, concepts and techniques of management that will contribute to their effectiveness in leading people and utilizing resources. This course is primarily suited for supervisors who have a large number of employees reporting to them.

### Effective Project Proposals

PIM will conduct a course on “Effective Project Proposals” at Islamabad from December 18 to 19, 2017.

In order to win a potential project the comprehensive proposal must contain all the necessary information. This course has been designed for professionals who are responsible for generating project proposal.

The course will be covering the following topics:

- Table of Contents
- Executive Summary
- Introduction
- Scope of Services
- Project Plan
- Resource Requirements
- Terms and Conditions
- Case Study

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### Problem Solving and Decision Making Skills

PIM will conduct a course on “Problem Solving and Decision Making Skills” at Lahore from December 18 to 20, 2017.

This course will provide a conceptual



**Assertiveness Skills held at Karachi**

framework for rationale, accuracy and efficiency in problem identification and effective decision making. The workshop is designed for senior and middle level managers involved with the decision making process.

### Enhancing Leadership Skills

PIM will conduct a course on “Enhancing Leadership Skills” at Lahore from December 19 to 20, 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.

### Training Techniques for Trainers

PIM will conduct a course on “Training Techniques for Trainers” at Karachi from December 26 to 28, 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.

### Skills in Administration

PIM will conduct a course on “Skills in Administration” at Islamabad from December 26 to 27, 2017.

Administration is a process through which hundreds of activities are initiated, coordinated and controlled. The main instrument for administration are the rules, policies, procedures and work system which are designed to ensure that work gets done effectively with minimum time, effort and money. The course is designed for junior and middle level managers who want to enhance their administrative capabilities.

# PIM COURSE SCHEDULE

December 2017 January 2018

## KARACHI

Dec 4-6	Principles of Good Management
Dec 5	Conflict Management
Dec 5	Innovative Leadership
Dec 11-12	Effective Communication Skills
Dec 11-13	Finance and Accounting for Non-Financial Executives
Dec 12-13	Managing Multiple Projects Effectively
Dec 18-19	Development Course for Supervisors
Dec 18-19	Understanding PPRA Rules
Dec 26-28	Training Techniques for Trainers
Dec 26-28	Basics of Business English
Dec 26-27	Developing Performance Management System and Its Implementation
Dec 26-27	Management by Objectives
Jan 1-2	Advanced MS Excel
Jan 1-3	Financial Analysis: Concepts and Techniques
Jan 8-9	Great Customer Service
Jan 8-9	Internal Auditing for Management Systems
Jan 9-10	Project Monitoring, Evaluation & Control
Jan 15-16	Handling Difficult People
Jan 15-16	Managerial Transition: From Operational Manager to Strategic Thinker
Jan 15-17	Improving Spoken English Skills
Jan 22-23	Contracts Management
Jan 22-23	Inventory Management
Jan 23-24	Skills in Supervision
Jan 29-30	Event Management Skills
Jan 29-31	Quality Assurance & Management
Jan 29-31	Integrated HSE Management System: ISO 14001/OHSAS 18001

## LAHORE

Dec 4-6	Skills in Goal Setting And Work Planning
Dec 4-5	Applied Business Intelligence
Dec 11-12	Stress Management
Dec 11-12	Getting Massive Results by Neuro Linguistic Programing (NLP)
Dec 12-14	Presentation Skills For Managers
Dec 18-20	Problem Solving And Decision Making Skills
Dec 18-20	Planning & Scheduling With Primavera P6 V16.1
Dec 19-20	Enhancing Leadership Skills
Dec 26-28	Workshop On Strategic Planning
Jan 1-2	Insurance Sales Management
Jan 1-2	Creating Competitive and Productive Mindset
Jan 8-9	A Comprehensive Approach to Strategic Human Resource Management
Jan 8-9	Developing Managerial Competencies
Jan 15-18	Management Course for Junior Executives
Jan 15-16	Inventory Management
Jan 15-16	Advanced MS Excel
Jan 22	How to Conduct Effective Meetings
Jan 22-23	Cost Evaluation and Budgeting
Jan 22-23	Breakthrough Thinking: Psychology for Success
Jan 29-30	Assertiveness Skills
Jan 29-30	How Do Effective Managers Organize Themselves
Jan 30-31	Managing Multiple Projects Effectively

## ISLAMABAD

Dec 4-5	Understanding Labour Laws & Policies
Dec 6-7	How Do Effective Managers Organize Themselves
Dec 12	Conflict Management
Dec 18-22	Six Sigma: Green Belt
Dec 18-19	Effective Project Proposals
Dec 18-19	Training Needs Analysis
Dec 26-27	Skills in Administration
Dec 27-28	Disaster Management
Jan 1-2	Executive Secretaries Course
Jan 1-2	Knowledge Management & Organization Development
Jan 8-9	Motivating Self & Others
Jan 9	Innovative Leadership
Jan 15-16	Understanding Business & Commercial Laws of Pakistan
Jan 22-24	Data Analysis Techniques for Effective Decision Making
Jan 22-23	Supply Chain Management
Jan 24-25	Team Work: Getting People to Work Together
Jan 29-30	Good Business Etiquettes
Jan 29-30	Managing Training and Development Function

**For details and registration please contact the Program Office**

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## PIM UPCOMING CERTIFICATION AND DIPLOMA PROGRAMS

### Chinese Language - Long Live Pakistan China Friendship

**Starting:** Nov 17, 2017 **Duration:** 3 Months

**Day:** Tue & Fri **Timings:** 6 p.m. to 9 p.m.

### Certified MS Excel Professional Program

**Starting:** Nov 19, 2017 **Duration:** 3 Months

**Day:** Sunday **Timings:** 10 a.m. to 4 p.m.

### CSCP Study Group

**Starting:** Dec 7, 2017 **Duration:** 4 Months

**Day:** Tue & Thur **Timings:** 6 p.m. to 9 p.m.

### Diploma in Accounting and Finance

**Starting:** Nov 22, 2017 **Duration:** 3 Months

**Day:** Mon & Wed **Timings:** 6 p.m. to 9 p.m.

### Diploma in Human Resource Management

**Starting:** Dec 6, 2017 **Duration:** 4 Months

**Day:** Mon & Wed **Timings:** 6 p.m. to 9 p.m.

### Diploma in Project Management

**Starting:** Dec 7, 2017 **Duration:** 4 Months

**Day:** Tue & Thur **Timings:** 6 p.m. to 9 p.m.

### Diploma in Industrial Relations and Labor Laws

**Starting:** Dec 10, 2017 **Duration:** 3 Months

**Day:** Sunday **Timings:** 10 a.m. to 4 p.m.

### Diploma in Healthcare and Hospital Management

**Starting:** Dec 10, 2017 **Duration:** 4 Months

**Day:** Sunday **Timings:** 10 a.m. to 4 p.m.

### Diploma in Insurance Management

**Starting:** Dec 10, 2017 **Duration:** 4 Months

**Day:** Sunday **Timings:** 10 a.m. to 4 p.m.

### Diploma in Administrative Skills

**Starting:** Jan 10, 2018 **Duration:** 4 Months

**Day:** Mon & Wed **Timings:** 6 p.m. to 9 p.m.

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