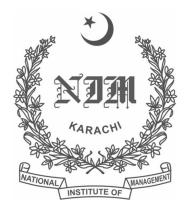# NATIONAL INSTITUTE OF MANAGEMENT KARACHI

27th SENIOR MANAGEMENT COURSE

Revised Syllabus

(Monday 1st June to Friday 24th July, 2020)

CONTENTS

INTRODUCTION

In the following pages, the Revised Syllabus of the **27th Senior Management Course** (Monday 24th February to Friday 24th July, 2020) has been outlined. It covers all aspects of the Course, including its Aim, Scope, Block Study Hours, Allocation of Time for Studies and Events, Course Schedule, Block Programme, General Events, all the seven Study Modules (including Study Tours), Presentations, Miscellaneous Events (including the Conduct of Syndicate Meetings, Communication Skills and Analysis Paper). Conduct of these activities has been explained in the Academic Guidelines and Administrative Instructions issued separately

1.   The aim of this handout is to familiarize the participants with the whole range of activities planned for them at the Institute. It is hoped that   the participants will go through the Syllabus handout carefully and will keep consulting it through the entire duration of the Course.

2.   Generally the class sessions at SMC would be conducted according to the timings given below. However, owing to certain compulsions these timings could be occasionally extended

S#	Days	Timings		Event	Study Hours
1.	**Monday to Thursday**	0900-1700 hrs (08 hrs)	Tea Break 30 minutes Lunch Break 1 hour	Class Activity	6.5 hrs
2.	**Friday**	0900-1300 hrs (08 hrs)	Tea Break 30 minutes	Class Activity	3.5 hrs
3.	**Saturday**	Holiday / Research Day or as otherwise indicated (Above timings for 5 working days)			

27th SENIOR MANAGEMENT COURSE
AIM AND SCOPE

Aim:

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

Expected Core Competencies:

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

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

Scope:

- Familiarize the participants with the **national environment** so as to understand the interplay of external and internal dynamics and their influence on governance in Pakistan
- Develop participants' understanding of the **diversity in Pakistani society** (socio-cultural values, beliefs and attitudes) and its relevance to policy implementation and governance
- Provide in-depth knowledge of **governance and administrative structures** of Pakistan along with relevant **policy processes and implementation strategies**
- Enable the participants to apply concepts and techniques of **management, operational and technical** implementation in the Pakistani environment
- Enhance participants' comprehension about operationalizing strategy
- Equip participants with evidence based **research and analytical skills** for enhanced performance on the job
- Through Workshops, Seminars and other group activities enhance the capacity of the participants in the use of **Information Communication Technology** and making it an effective tool of analysis, interpretation, decision making and monitoring

LIST OF ABBREVIATIONS

S#	Words	Abbreviation	S#	Words	Abbreviation
1.	Analysis Paper	AP	22.	Lecture Discussion	LD
2.	Analysis Paper De-Briefing	APDB	23.	Tutorial Discussion	TD
3.	Certificate Award Ceremony	CAC	24.	National Management College	NMC
4.	Certificate Award Ceremony Rehearsal	CACR	25.	National Management Hall	NMH
5.	Chief Instructor	CI	26.	National Management Wing	NMW
6.	Computer Literacy	CL	27.	National School of Public Policy	NSPP
7.	Country Presentation	CP	28.	Presentation	P
8.	Computer	Cptr	29.	Panel Discussion	PD
9.	Course Review Committee	CRC	30.	Peer Rating	PrR
10.	Current Issue	CrI	31.	Post Visit Presentation	PVP
11.	Course Review Presentation	CRP	32.	Research	R
12.	Communication Skills	CSk	33.	Research Analysis Group	RAG
13.	Case Study Research	CSR	34.	Sunday	S
14.	Comprehension Test	CT	35.	Simulation Exercises	SE
15.	Additional Directing Staff	ADS	36.	Service Group Presentation	SGP
16.	ADS (Training & Coordination)	ADS (T&C)	37.	Syndicate Meeting	SM
17.	General Event	GE	38.	Lecture/Talk	L/T
18.	Gazette Holiday	GH	39.	Senior Management Wing	SMW
19.	Guest Speaker	GS	40.	Syndicate Room	SR
20.	Individual Research Paper	IRP	41.	Syndicate	Synd
21.	Workshop	W	42.	Synopsis	Synp

LIST OF ABBREVIATIONS OCCUPATIONAL GROUPS

S#	Occupational Group	Abbreviation	S#	Occupational Group	Abbreviation
1.	Azad Jammu & Kashmir Government	AJK	13.	National Accountability Bureau	NAB
2.	Commerce & Trade Group	C&T. Gp	14.	Pakistan Audit & Accounts Service	PA&AS
3.	Cabinet Division	Cbnt. Div	15.	Pakistan Customs Service	PCS
4.	Ex-Cadre	Ex-Cdr	16.	Pakistan Administrative Service	PAS
5.	Ex - Cadre Railways	Ex-Cdr (Rlys)	17.	Balochistan Civil Service	BCS
6.	Federal Board of Revenue	FBR	18.	Balochistan Secretariat Service	BSS
7.	Foreign Service of Pakistan	FSP	19.	Provincial Civil Service, Sindh	PCS-Sindh
8.	Intelligence Bureau	IB	20.	Police Service of Pakistan	PSP
9.	Information Group	Info. Gp	21.	Provincial Secretariat Service, Sindh	PSS-Sindh
10.	Inland Revenue Service	IRS	22.	Postal Group	Pstl. Gp
11.	Inter Service Intelligence	ISI	23.	Railways Group	Rlys Gp
12.	Military Land & Cantonment	ML&C	24.	Secretariat Group	Sectt. Gp

BLOCK STUDY HOURS

S. #	Working	Dates / Weeks / Days / Hrs.
1	Registration of Participants	Friday 21st February, 2020
2	**Total Weeks**	**11 Weeks**
3	**Course Duration**	**75 Days**
4	**Days Not Available (Holidays/Breaks)**	
	a. Sundays	**09 (One Sunday for Simulation Exercise)**
	b. Saturday	**09 (One Saturday for Simulation Exercise)**
5	**Total Days Not Available = 18**	**18 = (09 Sundays + 09 Saturdays)**
6	**Working Days Available**	**57** (75 – 18)
7	**Hours Available:**	
	a. Fridays = 11	**11 x 3.5 = 38.5** (Tea Break 30 minutes)
	b. Other Days = 46	**46x 6.5= 299** (Tea Break 30 minutes)+(1 hour Lunch Break)
8	**Total Available Hrs.**	**(38.5 + 299) =337.5 hrs.**

ALLOCATION OF TIME FOR STUDIES & EVENTS

S#	Activities / Studies / Subjects	Study Events / Hours					Broad Total (Hrs)
		LD	PD	TD	W / Smnr	Total	
1.	**General Events**						12.5
	a. Inaugural Session (Inaugural Address & Welcome Address)	-	-	-	-	01 / 01	
	b. Briefing by the CI, SMW	-	-	-	-	01 / 01	
	c Presentation on NSPP by the Dean	-	-	-	-	01 / 01	
	d. Personal Introduction – Faculty & Participants	-	-	-	-	01 / 02	
	e. Presentation on Modules/Studies by respective Sponsor DSs	-	-	-	-	01 / 02	
	f. Assess your General Knowledge	-	-	-	-	01 / 01	
	g. Analytical Writing Test	-	-	-	-	01 / 01	
	h. Comprehension Test (Term Wise)	-	-	-	-	02 / 1.5	
	i. Lecture on Nutrition; Role of Life Style Modification in Health	-	-	-	-	01 / 02	
2.	**Module – 1:** National Environment: Internal and External Dynamics **(NEI&ED)**	09 /17.5	05/12.5	02/03	-	16 / 33	154.5
3.	**Module – 2:** Impact of Diversity and Evolution of Pakistani Society on Administration and Service Delivery **(ID&EPSA&SD)**	12/23.5	03/7.5	02/03	-	17 / 34	
4.	**Module – 3:** Economics and Financial Management at Operational Level- **(E&FM OL)**	16/31.5	04/10	-	-	20 / 41.5	
5.	**Module – 4:** Issues of Operational Effectiveness within Governance Framework **(IOE &GF)**	08/14	03 / 08	-	03 /24	14 / 46	
6.	**Module – 5:** Research Methodology and its Application	05/10	-	(Fasahat) (Part I&II) 07	01 / 03	08 / 20	20
7.	**Module – 7:** Information Technology Programme	01 / 02	-	-	01 / 05	02 /07	07
		IT Programme will run in afternoons (Mon –Fri) 1700 to 1800 Hrs.					
8.	**Simulation Exercise (SE)**						55.5
	SE	-	-	-	-	01 / 55	
	Briefing Simulation Exercise	-	-	-	-	01 / 0.5	
9.	**Case Studies Research (CSR)**						12
	CSR – 1	-	-	-		01 / 06	
	CSR – 2	-	-	-		01 / 06	

S#	Activities / Studies / Subjects	Study Events / Hours					Broad Total (Hrs)
		LD	PD	TD	W / Smnr	Total	
10.	**Presentation and Miscellaneous Events**						
	A. Presentations						
	• CrIPs (each 30 min). Total 41 will be conducted in Class Room	-	-	-	-	41 / 20.5	48.5
	• SGPs (each 1 hr.) Total 07					07 / 07	
	• IRP Consultation 1st & 2nd draft					09 / 17	
	• CRCP (2 hrs.) + CRC Discussion (02 hrs.)	-	-	-	-	02 / 04	
	B. Miscellaneous Events						
	• Analysis Papers (1x1.5 hrs+1x 2.5 hrs.)					02 / 04	27.5
	• Analysis Paper De-briefing (2 x 0.5 hrs.)					02 / 01	
	• Peer Rating (0.5+02 hrs.)					02 / 2.5	
	• Interviews with Faculty Advisors					10 / 20	
						Total Hours	**337.5**
						Available Hours	**337.5**

COURSE SCHEDULE

S. #	Terms	From	To	Duration
Breakup				
1.	Arrival / Registration	-	Friday 21st February, 2020	0900-1700
2.	First Term	Monday 24th February, 2020	Friday 05th June, 2020	04 Weeks
		Course Suspended Due to COVID-19 (14th March to 31st May)		
3.	Second Term	Monday 1st June, 2020	Friday 03rd July, 2020	04 Weeks
4.	Third Term	Monday 06th July, 2020	Friday 24th July, 2020	03 Weeks
			Total	11 Weeks

MODULE – 1

NATIONAL ENVIRONMENT: INTERNAL AND EXTERNAL DYNAMICS

MODULE – 1

NATIONAL ENVIRONMENT: INTERNAL AND EXTERNAL DYNAMICS

AIM:

To enhance participants' understanding of prevailing national, regional and global environment and its impact on internal and external dynamics of policy implementation and governance in Pakistan

SCOPE:

- Statecraft and Public policy formulation in the light of national purpose, interests, aims and objectives
- Relationships between state institutions as given in the Constitution and their role in policy formulation and implementation
- Interplay of internal and external factors and its impact on public policy formulation and implementation

Summary of Events

	EVENTS	NUMBER OF EVENTS	HOURS
1.	Lecture Discussion (LD)	09	17.5
2.	Panel Discussion (PD)	05	12.5
3.	Tutorial Discussion (TD)	02	03
	Total	**16**	**33**

MODULE – 1
NATIONAL ENVIRONMENT: INTERNAL AND EXTERNAL DYNAMICS

Ref #	Topic and Scope	Mode	Duration
1.01	**Public Policy – Formulation & Implementation** ● Understanding the Government structure and public policy ● Understanding the Public policy process: agenda setting; policy formulation; decision-making; policy implementation; and policy evaluation ● Complexities involved in the process of formulation and implementation of public policy (discuss a case of recent public policy decision; how it was formulated and implemented) ● A case of recent public policy decision	LD	02 Hours
1.02	**National Security of Pakistan-Internal and External Dynamics** ● Security of Pakistan – Issues and Challenges/Elements of National Security ● Changing paradigms of Internal Security with special emphasis on Post 9 / 11 period ● Impact of sectarianism, extremism and terrorism on Pakistani society and economy ● State response to internal & external security challenges ● Regional and international factors effecting National Security ● Issues of border management ● State of preparedness (nuclear & conventional and non-conventional) ● Emerging scenarios & likely responses	PD/LD	2.5 Hours
1.03	**Foreign Policy of Pakistan** ● Determinants of foreign policy ● Salient features of Pakistan 's Foreign Policy ● Foreign policy options in the changing regional and international scenario	LD	02 Hours

Ref #	Topic and Scope	Mode	Duration
1.04	**Pakistan: State and Society** ● Concept of State in modern discourse ● Relationship between State and Society – responsibilities and obligations ● Islamic perspective of State and its obligations ● Nature and direction of argumentation, deliberation and negotiation for managing State –citizen relationship in Pakistan, and the implications thereof ● Factors affecting societal change in Pakistan and future direction	LD	2.5 Hours
1.05	**Constitutional Framework Governing Pakistan** ● Role of Legislature, Executive & Judiciary in the Constitution ● Interpretation of the Constitution ● Judicial activism and its impact on governance ● Relationship amongst different Institutions of the State ● Paradoxes in the Constitution of Pakistan	LD	1.5 Hours
1.06	**Impact of Governance on Service Delivery at the Federal, Provincial and Local Level** ● Role of Federal Government in setting standards of service delivery ● Service delivery at the federal level ● Inter-provincial coordination ● Post 18th amendment scenario: provincial capacities, issues of coordination, governance and service delivery ● Current local government systems in Pakistan – a comparative study ● Interaction with private sector and NGOs for improved service delivery ● Service delivery at the local level and paradoxes associated with 18th Amendment ● Inter and Intra Coordination at three tiers of government	PD	2.5 Hours

Ref #	Topic and Scope	Mode	Duration
1.07	**Terrorism, Violent Extremism and State Response** To have threadbare discussion on the contents of Ref # 1.08 PD	TD	1.5 Hours
1.08	**Terrorism, Violent Extremism and State Response** • Types and stages of radicalization • Sectarianism, nationalist movements and insurgencies • Regional and international influences exploiting the fault lines • Counter terrorism/extremism strategies and role of NACTA • Narrative of terrorists and counter narrative of the state • Radicalization of Pakistani society and state measures to de-radicalize • Money Laundering, FATF and Issues in Compliance • Impact of terrorism on society and economy • Mainstreaming of Madrassahs' or 'Madrassah Reforms	PD	2.5 Hours
1.09	**Pak-India Relations** • Indo-Pak relations: A Historical Perspective • Legal and governance frameworks of AJ&K and Indian held Kashmir (IHK), and UN resolutions • Indus Water Treaty and emerging water disputes • Trade Related Issues • Increasing Indian Role in the Region • Bilateral Trade relations, including transit trade and SAFTA • Repercussion of India-Pak relationship for South Asia in general and for SAARC in particular • Rise of religious intolerance in India during BJP regime and impact on Pak-India relations • Repeal of Article 35A and 370 of Indian Constitution • Way forward	PD	2.5 Hours

Ref #	Topic and Scope	Mode	Duration
1.10	**Water Resource Management** • Water availability, conservation and issues of scarcity in the context of climate change • Water as a right and water apportionment through metering / technology • International best practices on installation of desalination plants near coastal cities for provision of potable water • Indian and Pakistani perspectives on Indus Water Treaty • Inter provincial and interstate conflicts on water resources • Water Apportionment Accord 1991: Issues in water demand and allocation • National Water Policy 2017 • Legal framework, governance and capacity issues in water sector	PD / LD	2.5 Hours
1.11	**Overview of Pakistan's Relations with Major Powers; USA and China** To have threadbare discussion on the contents of Ref # 1.12 LD & 1.13 LD	TD	1.5 Hours
1.12	**Overview of Pakistan's Relations with USA and the Changing Dynamics** • An appraisal of Pakistan's relations with USA since independence • Changing scenario in the region and the role of USA • Economic development in Pakistan and the role of USA • The current status of Pak-US relations – options for Pakistan • CPEC: A new bone of contention in Pak-US Relations • Impact of increasing strategic and economic cooperation between India and US on Pakistan	LD	02 Hours
1.13	**Overview of Pakistan's Relations with China** • An appraisal of Pakistan's relations with China since independence • Changing scenario in the region and role of China as an emerging global power • Role of CPEC in Economic Development of Pakistan • China's political and diplomatic support for Pakistan • Role of SCO in current scenario	LD	02 Hours

Ref #	Topic and Scope	Mode	Duration
1.14	**Pakistan's Relations with Afghanistan** • Current Afghanistan scenario and options for Pakistan • Increasing Indian role in Afghanistan and its impact on Pakistan • Cross-border safe havens of Terrorists • Issues of Pak-Afghan border management • People to People Interaction • Regional Trade with specific focus on Pak-Afghan Transit Trade	LD	1.5 Hours
1.15	**Pakistan's Relations with Iran & CARs** • Overview of Pakistan's relations with Iran and CARs • Historical perspective of Pak-Iran-CARs relations. • Prospects of IP and TAPI pipelines and their political / economic implications for Pakistan • Impact of recent nuclear deal between Iran and the West on our relations	LD	02 Hours
1.16	**Situation in the Middle East and its Impact on Pakistan** • Bilateral relations between Pakistan and countries in the Middle East • Regional issues and challenges • Latest developments in the Middle East • Policy options for Pakistan • Future prospects of employment of Pakistani Labour in the Middle East countries in view of their improved relations with Pakistan • Pakistan's Relations with Turkey Economic Cooperation and Strategic Alliance	LD	02 Hours

MODULE – 2

"IMPACT OF DIVERSITY AND EVOLUTION OF PAKISTANI SOCIETY ON ADMINISTRATION AND SERVICE DELIVERY"

MODULE – 2
"IMPACT OF DIVERSITY AND EVOLUTION OF PAKISTANI SOCIETY ON ADMINISTRATION AND SERVICE DELIVERY"

AIM:

To enhance Participants' Understanding of Socio-Cultural Values, Beliefs and Attitudes of Pakistani Society and their Relevance to Public Administration and Policy Implementation

SCOPE:

- Sensitize participants about the diverse composition of Pakistani society & its influence on public service
- Create awareness about the internal dynamics of the four provinces, AJK & Gilgit -Baltistan and its impact on national harmony & service delivery
- Build capacity of the participants to implement plans and programs with reference to marginalized sections of the society
- Develop an understanding of social issues confronting the state and society

Summary of Events

	Events	Number of Events	Hours
1.	Lecture Discussion (LD)	12	23..5
2.	Panel Discussion (PD)	03	7.5
3.	Tutorial Discussion (TD)	02	03
	Total	**17**	**34**

MODULE – 2

"IMPACT OF DIVERSITY AND EVOLUTION OF PAKISTANI SOCIETY ON ADMINISTRATION AND SERVICE DELIVERY"

Ref #	Topic and Scope	Mode	Duration
2.01	**Public Service: Ethics and Governance** • Public Service Ethics and Values in Pakistan and their Impact on Governance and Service Delivery • Ethics – definition and concept • Existing laws and regulations on ethics; are they adequate; their implementation status and way forward • Ethical values and practices – National and International perspectives • Promoting ethics in the public service / examples of a few countries	PD	2.5 Hours
2.02	**Socio-Cultural Diversities within Punjab Province and their impact on Public Service Management** To have threadbare discussion on the contents of Ref # 2.03 LD	TD	1.5 Hours
2.03	**Socio-Cultural Diversities within Punjab Province and their impact on Public Service Management** • Enhance understanding of the nature of diversities in Punjab province • Issues emerging out of such diversities and their impact on governance • How to address these issues with possible strategic options	LD	02 Hours
2.04	**Socio-Cultural Diversities within Khyber Pakhtunkhawa and their impact on Public Service Management** To have threadbare discussion on the contents of Ref # 2.05 LD	TD	1.5 Hours

Ref #	Topic and Scope	Mode	Duration
2.05	**Socio-Cultural Diversities within Khyber Pakhtunkhawa and their impact on Public Service Management** • Diversities in KP, erstwhile FATA and PATA • Transition from traditional to rule based society and polity • Deprivation and destruction leading to rise of sub nationalist movements • Efficacy of the proposed legal frameworks and development strategies • Issues and challenges in formulation and setting up of legal, economic and administrative infrastructures of governance and service delivery • Resource allocation out of NFC for the merged tribal districts	LD	02 Hours
2.06	**Socio-Cultural Diversities within Sindh Province and their impact on Public Service Management** • Enhance understanding of the nature of diversities in Sindh province • Issues emerging out of such diversities and their impact on ethnic harmony and governance • How to address these issues with possible strategic options? • Issues pertaining to rural urban divide in Sindh and its political and economic implications	LD	02 Hours
2.07	**Socio-Cultural Diversities within Balochistan Province and their impact on Public Service Management** • Enhance understanding of the nature of diversities in Balochistan province • Issues emerging from such diversities and their impact on ethnic harmony and governance • How to address these issues with possible strategic options	LD	02 Hours
2.08	**Peculiarities of Politico-Administrative Arrangements & Governance in Gilgit - Baltistan** • Historical background of Political and Administrative institution building in GB • Recent Political and Administrative reforms introduced in GB with special reference to GB Order 2018 and their impact on governance and Service delivery • Political & economic peculiarities in GB & their impact on public service and development • Sectarian fault lines: Impact an implication; How to manage it?	LD	02 Hours

Ref #	Topic and Scope	Mode	Duration
2.09	**Socio-Cultural Diversities within AJ&K and their impact on Public Service Management** • Enhance understanding of the nature of diversities in AJ&K • Issues emerging out of such diversities and their impact on governance • How to address these issues with possible strategic options • Perceived or real sense of deprivation and discrimination	LD	02 Hours
2.10	**Development of Arts & Literature and its Impact on Pakistani Society** • Evolution of Arts and literature in Pakistan • Contemporary Pakistani Art and Literature and its impact on promoting national harmony • Challenges, efforts and policies for promotion of Arts and Literature at national, sub-national and district level • Heritage of Gandhara, Harappa, Mehr Garh and Mohenjo Daro	PD	2.5 Hours
2.11	**Human Rights in Pakistan** • State of Human Rights in Pakistan • Constitutional & Legal Framework and institutional mechanism for protection and promotion of Human Rights • War on terrorism and Human Rights abuses • International Human Rights Conventions and their compliance • Misuse of Blasphemy law • Vulnerabilities of minorities due to their socio-economic backwardness • Strategies for the protection of human rights and welfare of minorities	PD	2.5 Hours
2.12	**Women Empowerment and Gender Mainstreaming** • Gender equality and Mainstreaming: Some conceptual issues • Legislation and institutional development for women empowerment, their representation and participation in political, economic and administrative affairs	LD	02 Hours

Ref #	Topic and Scope	Mode	Duration
	● Female labour force participation in Pakistan, regional and international comparison		
	● Discrimination against women in public service delivery, especially in education and health sectors		
	● Women empowerment and social change		
	● Promoting Gender Sensitivity in the Workplace		
	● Future Policy Options		
2.13	**Issues and Welfare of Children in Pakistan**	LD	02 Hours
	● Rights of children in Pakistan		
	● Constitutional, legal and institutional arrangements for welfare and protection of children		
	● Child labour in Pakistan, its incidence and measures for control		
	● Child abuse: Growing menace in the society		
	● Malnutrition, stunting and infant mortality rate their current prevalence and policies to address them		
	● Rights and care of Children with Disability		
	● Pakistan's International commitments and national legislation for welfare of children		
	● Future policy options		
2.14	**Sustainable Urban Development and Eco Cities**	LD	02 Hours
	● Levels and Patterns of urbanization and urban growth in Pakistan and their socio-economic and environmental impact		
	● Socio-Economic Disparities between Rural & Urban Areas		
	● Cities as engine of growth and development		
	● Challenges and issues in urban governance and urban management		
	● Past policies and their implementation		
	● Challenges of equitable distribution of resources and their impact on living conditions		
	● Future Policy Options		

Ref #	Topic and Scope	Mode	Duration
2.15	**Population Dynamics of Pakistan** ● Causes, trends and features of internal migration in Pakistan ● Inward and outward immigration in Pakistan and its implication ● Internal migration: patterns and implications ● Socio-Economic challenges of internal migration and Government's response ● Size, structure and distribution of population in Pakistan ● Socio-economic impacts of demographic change in Pakistan ● Future Policy Options ● Population growth: Demographic dividend or disaster ● Community, Society & State response to rising population	LD	02 Hours
2.16	**Environmental Management** ● To understand the concepts of Environmental Management, Protection, sustainable development, ecology, biodiversity, pollution of natural elements and biological communities. ● Waste water management and various steps and procedures of wastewater treatment ● Laws to safeguard the environmental degradation, PEPA Act. ● To develop understanding about the issues relating to environmental impact analysis (EIA) and environmental safeguard procedures (ESP) ● To understand concepts and issues related to Natural Resource Management (NRM) especially in the context of Challenges posed by Climate Change. ● Assessment of International Conventions on Environment to which Pakistan is a signatory Paris declaration ● Environmental hazards and their health impacts ● Burden of environmental diseases and the health-environment poverty link	LD	02 Hours

Ref #	Topic and Scope	Mode	Duration
	• Concept of one health and Eco-health framework		
	• Case studies of emerging and re-emerging diseases like malaria, dengue, chest diseases Asthma, TB, Heart diseases		
	• Improving health and environment decision making process and policies and implementation of cross cutting programmes and projects		
2.17	**Climate Change** • Definition, concept and history of Climate Change • Assessment of international Conventions on Climate Change to which Pakistan is a signatory • Adequacy of institutional arrangements and policy provisions dealing with Climate Change in Pakistan • Understand the dynamics of negotiating Pakistan's stance at international Fora • Relationship of Climate Change to social and economic development • Global debate on climate change	LD	1.5 Hours

MODULE -3

ECONOMIC AND FINANCIAL MANAGEMENT AT OPERATIONAL LEVEL

Module – 3

ECONOMIC AND FINANCIAL MANAGEMENT AT OPERATIONAL LEVEL

AIM:

To enhance comprehension of economic governance, concepts and issues, and enable the participants to use economic and financial instruments in analysis, interpretation and the implementation of policy

SCOPE:

- Understanding broad micro and macro-economic concepts
- Examining macro-economic frame work and processes for growth and development with special focus on Government interventions, and understanding the role of private sector in economic growth and development
- Understanding the rationale and performance of Public Sector enterprises
- Strategic appraisal of sectoral policies such as agricultural and industrial policies for economic growth
- Understand the Public Financial Management objectives and principles, instruments and methods
- Examining the role of markets in influencing the policy making and its implementation

	EVENTS	NUMBER OF EVENTS	HOURS
1.	Lecture Discussion (LD)	16	31.5
2.	Panel Discussion (PD)	04	10
	Total	**20**	**41.5**

Module – 3
ECONOMIC AND FINANCIAL MANAGEMENT AT OPERATIONAL LEVEL

Ref #	Topic and Scope	Mode	Duration
3.01	**Basic Concepts of Microeconomics for Decision – Making** • Understanding concepts of consumers and producers, (aggregate) demand and supply, and consumer demand • Understanding the theory (and cost) of production, opportunity and transaction cost • Understanding market structure and game theory • Data sources from which microeconomic parameters can be estimated	LD	02 Hours
3.02	**Basic Concepts of Macroeconomics for Decision – Making** • Understanding concept of GDP, GNP & its application in economic governance • Understanding the economic system and economic analysis, with emphasis on total national income and output, employment, the price level and inflation • Understanding the government budget, the national debt, and interest rates • Open economy and closed economy macroeconomic frameworks	LD	02 Hours
3.03	**Economic Planning in Pakistan** • Planning frameworks and history of planning in Pakistan • Understanding Macro economic planning and relevant issues like inflation, fiscal deficit, structural adjustment programs, balance of payment etc. • International Best Practices	PD / LD	02 Hours
3.04	**Taxation Structure in Pakistan** • Taxation theory, practice and its relevance to economic growth • Issues with the Provinces after 18th Amendment (Overlapping / input adjustment etc.) • Present taxation Structure at the Federal level	PD	03 Hours

Ref #	Topic and Scope	Mode	Duration
	• Comparison between direct and indirect taxation and respective impact on society		
	• How to optimize the existing structure? Challenges and way forward		
	• Tax reforms and outcomes		
	• Tax gap and how to bridge it?		
	• Broadening of tax base		
	• International best practices		
	• Present taxation Structure at the provincial and district levels		
	• Capacity and other operational level issues		
	• Enhanced potential and responsibility after devolution under the 18th amendment		
	• Issues with FBR (Overlapping / input tax adjustment etc and how to resolve these)		
	• Level of incentive or disincentive for enhancing revenues after the 7th NFC Award		
	• Challenges and way forward under the devolved setup		
	• Local resource generation		
	• Agricultural income tax potential and issues in its realization		
	• Experience of other countries		
3.05	**Public Finance Management** • Overview of public finance in Pakistan • Expenditure Budget and the basis of its allocation • Prioritizing expenditure and re-allocation within the budget grant • Challenges and strategies for improving the financial system • Local Resource Generation • Public Debt Management	LD	1.5 Hours

Ref #	Topic and Scope	Mode	Duration
3.06	**Role of Foreign Economic Assistance in Pakistan's Economy** • Understanding Foreign Economic Assistance (FEA) • Trends in FEA to Pakistan • Implications of Donors' Assistance for Pakistan's Economic Growth and Development • Pakistan's Internal Dynamics and International Monetary Fund	LD	02 Hours
3.07	**Economic Development and Growth** • What is economic development? Theories of economic development • Economic growth versus economic development • Basic Concepts of income inequality, poverty, population and various other development indicators applicable in governance • Changing definitions and measures of poverty in Pakistan • Social sector development in Pakistan: Role of NRSP, PPAF, CSO etc. • Aspects of structural transformation of economy for economic growth & Development • Effectiveness of poverty alleviation strategies, especially the BISP	LD	02 Hours
3.08	**Challenges to Agriculture in Pakistan** • Pakistan's Economy and Agriculture (share in GDP; labor force; export contribution) • Leading issues and challenges in agriculture sub-sectors including crop, forestry, horticulture, livestock and fisheries • Produce markets, support pricing and subsidies • Prospects of foreign direct investment in agriculture sector • Challenges due to water and climate changes, challenges for enhancing productivity	LD	02 Hours

Ref #	Topic and Scope	Mode	Duration
3.09	**Industrial Development in Pakistan** • Evolution of Industrial Policy of Pakistan • Structure of industry (large scale and SMEs) in Pakistan & its export potential • Comparative performance of large scale and SME sector in Pakistan – Issues and challenges • Issues and challenges including financing issues of SME • Implementation strategy for industrial growth in the present policy environment • Issues of industrial competitiveness in Pakistan • Chinese investment in the CPEC projects and its impact on the industrial sector	LD	02 Hours
3.10	**Trade Policy & its Strategic Implications** • Challenges/opportunities for trade relations with regional trade blocks • Domestic commerce and its linkages with trade • Interface with WTO - our preparedness and implications • Benefits of GSP+ for Pakistan • Critical analysis of Pakistan's FTAs and PTAs • Strategies for increasing & improving trade • Global competitiveness index and ease of doing business • Strategies for increasing Pakistan's exports and rationalizing imports • Role of Economic Diplomacy in Export Growth	LD	02 Hours
3.11	**The Dynamics of Energy Sector in Pakistan** • Dynamics, Potential and viability of various energy mix options through structural arrangements • IPP's & government's stance over circular debt • Energy governance structure and expertise • Challenges and strategies to address the energy crises • CPEC related energy projects – their contribution towards a balanced energy mix • Scope of alternate energy sources in Pakistan - issues and challenges • Renewable energy potential in Pakistan and strategy for the future	LD	02 Hours

Ref #	Topic and Scope	Mode	Duration
3.12	**Understanding Financial Statements (Public Sector)** ● International accounting standards and those followed in Pakistan ● Types of financial statements used by the Public Sector; their statistical value and importance in facilitating the decision making ● Legal requirements and actual practice, especially in the Public Sector ● Hands on exercise on financial statements applications / Discuss case studies ● National Accounting Model (NAM) and Budget books	LD	02 Hours
3.13	**Understanding Financial Statements (Commercial)** ● International accounting standards and those followed in Pakistan ● Types of financial statements used by the Private Sector; their statistical value and importance in facilitating the decision making ● Legal requirements and actual practice, especially in the Private Sector ● Divide workshop into two parts: ➢ Conceptual ➢ Hands-on exercises	LD	02 Hours
3.14	**Multidimensional State - Market Relationship in Pakistan** • Types of market in a mixed economy and the dynamics of their interplay • State institutions and frameworks for managing state - market relationship • Regulatory Issues of capital markets including insider trading and brokerage firms in the market • Study of some model regulatory bodies in Pakistan • Cartelization and Monopolization: instances of market distortions • Disconnect between policy and implementation	PD	2.5 Hours

Ref #	Topic and Scope	Mode	Duration
3.15	**State Owned Entities & Privatization process in Pakistan** ● Rationale of SOEs in Pakistan – Their performance as economic entities; issues, challenges and strategies for improving their regulatory regimes ● Prospects of Public- Private partnership in SOEs ● Privatization - a measure of revenue generation ● Does privatization lead to better management, in the greater public interest ● Pakistan's privatization experience ● Risks and counter measure strategy for adopting public private partnership and the international experience	LD	02 Hours
3.16	**Tourism Industry** ● To understand Tourism as a major industry globally ● Importance of domestic tourism and its promotion ● Types of tourism: religious tourism, health tourism, eco-tourism etc. ● Impact of Domestic Tourism on the economy, culture and environment ● Social globalization to improve the acceptance of the tourists and improve the conduct of local population ● Government's measures to promote and develop tourism in Pakistan	LD	02 Hours
3.17	**CPEC –Belt and Road Initiative (BRI)** ● Costs and benefits to China and Pakistan ● Importance for trade and economic development ● Socio-cultural impact ● HRD to maximize the benefits of BRI ● Importance of Gwadar Sea Port ● CPEC Long Term Plan including Agricultural Development ● Security of CPEC ● Agricultural Development under CPEC Long Term Plan	PD	2.5 Hours

Ref #	Topic and Scope	Mode	Duration
3.18	**Services Sector Development in Pakistan** • Overview of the domestic Services Sector in Pakistan • Reform and Development needs of major Services Sector Markets in Pakistan, with specific reference to market failures in major Services Sector Markets and the role of government • Opportunities and challenges for the major service sectors: banking, IT, Telecom, hospitality, Retail etc. • Regulatory framework for social and civil services: health, education, urban planning etc.	LD	02 Hours
3.19	**Public Private Partnership** • Definition & Types of PPP • Policy framework • Risk sharing between public & private sectors • Issues & Challenges • International PPP Practices & Models • Successful PPP Models in Pakistan (e.g. Punjab Education Foundation)	LD	02 Hours
3.20	**Sustainable Development Agenda** • Historical perspective of development agenda: MDGs, SDGs and Rural Support Programs • Implementation strategies of development agenda and their status • Poverty reduction Strategy paper, implementation and impact • Development Agenda in post 18th Amendment: Issues of coordination and implementation	LD	02 Hours

MODULE – 4

ISSUES OF OPERATIONAL EFFECTIVENESS WITHIN GOVERNANCE FRAMEWORK

MODULE – 4

ISSUES OF OPERATIONAL EFFECTIVENESS WITHIN GOVERNANCE FRAMEWORK

AIM:

To equip the participants with tools in the critical areas of operational management so as to develop their capacity for effective public service delivery within the governance framework

SCOPE:

- Capacity building through skill enhancement to implement evidence based policy, and measure its outcomes
- Familiarize the participants with the role of the Government and the private sector in the process of Policy Implementation
- Sensitize the participants with the need for integration of institutional effort for effective operational management
- Role of civil servant as a leader/manager for decision making and problem solving

	EVENTS	NUMBER OF EVENTS	HOURS
1.	Lecture Discussion (LD)	08	14
2.	Panel Discussion (PD)	03	08
3.	Workshop (W)	03	24
	Total	**14**	**46**

MODULE – 4
ISSUES OF OPERATIONAL EFFECTIVENESS WITHIN GOVERNANCE FRAMEWORK

Ref #	Topic and Scope	Mode	Duration
4.01	**Stress Management** ● Definition and Theoretical Framework of Stress ● Causes & Impact of Stress ● How to deal with personal and job related stress ● Significance of work life balance ● Importance of Psycho - Social Health as a Key Element of Leadership and Change Management	Workshop	04 Hours
4.02	**Strategy Implementation** ● Strategic management – conceptual framework ● Defining goals, reviewing gaps, identifying strategic alternatives and defining strategic options ● KPIs (Key Performance Indicators) ● Devising Quantitative statements and qualitative measurement parameters keeping in view the mission, vision and goals ● Formulating different implementation strategy options for various sectors ● Adoption of a pragmatic strategy plan for implementation ● Monitoring and evaluation of implementation process and taking corrective measures against any deviations	Workshop	12 Hours
4.03	**Public Sector Project Management** ● Project Management in the context of requirements of the Planning Commission ● Project identification, formulation & appraisal techniques ● Financial analysis of project, ratio application, transactional analysis of development projects-hands on exercises (NPV, IRR, Benefit cost ratios-basic histogram, S-curve, earned value analysis) ● Project management framework to optimize the allocation and integration of inputs-virtual project management ● Midterm review & corrective measures. Project Conclusion. Process of PC-III, IV &V	LD	02 Hours

Ref #	Topic and Scope	Mode	Duration
	• Project Risk Analysis • Portfolio management • Latest IT Applications • Case Study of a Public Sector Project		
4.04	**Issues of HR in Public Sector** • Critical appraisal of recruitment & training • Job Analysis & adequacy of compensation & incentive structure • Performance Evaluation (analysis of input, outputs & outcomes) • Career Progression & personal growth • Change Management to produce professionally competent, globally informed and intellectually honest professionals • Comparison of Public & Private Sector HR Practices	LD	02 Hours
4.05	**Handling Court Cases and Litigation** • Preparing response / para wise comments on court cases • Interaction with law officers and offices of the concerned governments • Preparation & Presentation of Cases on behalf of the Government • Capacity building of civil servants for interaction with judiciary • Court etiquettes and mannerism to be adopted	LD	02 Hours

Ref #	Topic and Scope	Mode	Duration
4.06	**Interaction with Media-Persons and Use of Social Media in Governance** ● Increasing public awareness due to role of media, Right to Information & Right to Services Laws, etc. ● Rising trend of Media highlighting inefficiencies in Public Service delivery ● The concept of Spokesperson in Public Sector organizations ● Legal Framework governing media handling by Civil Servants ● Proactive and Reactive approaches to media handling ● Issues and Challenges in Media Interaction and in use of social media ● Response to challenges within existing framework ● Hands-on exercises (including mock) by the Ministry of Information	PD	03 Hours
4.07	**Leadership** ● Conceptual Framework of Leadership, Change Management & Team Dynamics ● Roles, responsibilities and nature of challenges of leadership in Public and Private Sectors ● Leadership & Management Success Stories ● Conflict resolution ● Stakeholders management ● Leadership styles and impact on performance	LD	1.5 Hours
4.08	**Impact of RTI Laws on Public Service Delivery & Challenges for Public Servants** ● International and national RTI laws ● Rationale and importance of RTI legislation ● Challenges and issues in the implementation of these laws ● Measures for effective implementation of RTI laws	LD	1.5 Hours

Ref #	Topic and Scope	Mode	Duration
4.09	**Evidence Based Decision Making** Three modules like Systematic Approaches to Decisions Making, Impact Evaluations, etc.	Workshop (Digital Modules & in Class Discussions)	08 Hours
4.10	**Accountability Framework for Civil Servants** • National Accountability Ordinance, 1999 • Provincial Anti-Corruption Framework • Departmental Proceedings under E&D Rules • Efficacy of Existing Accountability Framework in Pakistan	LD	1.5 Hours
4.11	**PPRA & Contract Management** • Public procurement regulatory framework and reforms in Pakistan • Issues and challenges in implementation of PP Rules, 2004 • Case studies in public procurement issues • Hands on exercises on procurement procedure • Introduction to Contract Management • Hands on exercises on contract negotiations • Issues in contract management with multinational organizations and case studies	PD	2.5 Hours
4.12	**Institutional Development and Reforms in Pakistan** • Significance of Institution Development. • Implications for Consolidation of Democratic Set Up and Improved Public Service Delivery and Economic Development • International Best Practices • Issues, Challenges and Reforms	LD	1.5 Hours

Ref #	Topic and Scope	Mode	Duration
4.13	**Business Startup & Role of Innovation / Technology in Knowledge Economy** • Business Startup planning • Innovative entrepreneurship • Sustainability challenges • Growth & Development process • Growing beyond manufacturing to knowledge economy by taking advantage of IT • Exploitation of knowledge economy by OECD countries • Dependence on industrial economy and its constraints • Knowledge economy and economy of scales • Role of civil servants in comprehending and applying the mechanism of knowledge economy	PD	2.5 Hours
4.14	**Shared Learning Environment** • Increased participation of women and changing nature of workplace • Positives and Prejudices in Society • Lessons to be learned from the developed world • Gender Sensitization and norms of behavior (Do's and Dont's of behavior in a participatory environment) • Legal and Institutional Framework for Redressal of Complaints	LD	02 Hours

MODULE – 5

Research Methodology and its Application

MODULE – 5
Research Methodology and its Application

AIM:

To introduce Research Methodology to participants with a view to enable them to undertake research related to public policy issues and their implementation

SCOPE:

- To equip participants with research and analytical skills for public policy implementation and review
- To inculcate and enhance the knowledge and ability of participants to analyze and interpret contemporary issues, enabling them to suggest public policy options in an organized manner
- Comprehend the methodology of analyzing and prioritizing public policy options for effective implementation

	EVENTS	NUMBER OF EVENTS	HOURS
1.	Lecture Discussions Research Methodology	03	06
2	Communication Skills (I&II) - LDs	02	04
3	Exercise (Fasahat Part -1 & Part-2)-TD	02	07
5.	Academic Professional Writing – W	01	03
	Total	**08**	**20**

MODULE – 5
RESEARCH METHODOLOGY AND ITS APPLICATION

Ref #	Topic and Scope	Mode	Duration
5.01 To 5.03	**Introduction to Research Methodology** ● To provide a detailed guideline on research methods (qualitative and quantitative) employed for writing a research paper ● Plagiarism and intellectual dishonesty in research and how to avoid it	LD	03 x 02=06 Hours
5.04	**Communication Skills-I** ● To inculcate and promote effective presentation skills among participants	LD	02 Hours
5.05	**Communication Skills-II** ● To inculcate and promote effective writing skills among participants	LD	02 Hours
5.06	**Analytical and Professional Writing** ● To inculcate and promote effective analytical writing skills amongst participants so as to enable them to analyze and present public policy issues in an organized and rational manner ● To impart the skill of 'Summary Writing' for putting up to different government functionaries	W	03 Hours
5.07 & 5.08	**Fasahat-I & II** ● Two extempore public speaking exercises to provide basic instructions in Public Speaking. These will help participants in improving their presentation skills while facing an audience	TDs (2)	3.5+3.5 Hours 2-days

MODULE – 6

STUDY TOURS: FIELD RESEARCH

INLAND STUDY TOUR & LOCAL VISITS

Inland Study tour and Local Visits will not be conducted during the course

MODULE - 7

INFORMATION TECHNOLOGY PROGRAMME

INFORMATION TECHNOLOGY PROGRAMME

Aim:

To acquaint the participants with a working knowledge of computers so as to break their inertia and enable them to make use of IT, for enhancing their effectiveness, individually and at the organizational level and to equip them to utilize IT tools for decision making and monitoring performance

Ref #	Topic and Scope	Mode	Duration
7.01	**Computer Literacy Training including Hands on Training & Test** ● Working hands-on ability to use multipurpose office applications software like MS Office in order be able to type in MS Word a document / draft / format and save / print it, prepare MS Power Point Presentations including the use of calculations in MS Excel. ● Effective use of internet for academic research e.g. academic journals, articles, e-books, etc. and working know how of the e-mail system	Computer Lab	IT Programme will run in afternoons (Mon –Fri) 1700 to 1800 Hrs.
7.02	**Use Of IT For Effective Policy Implementation Service Delivery & Monitoring** ● Concept of evidence-based e-governance and its utility in policy implementation, service delivery & monitoring ● Use of ICT for decision-making and monitoring performance ● Case Studies of use of ICT in health, education, policing etc. ● Hands-on Training on development of various IT applications ● Concept of Big DATA, DATA Analytics, IOTs and emerging trends	Workshop To be organized by PITB	05 Hours
7.03	**Use Of IT For Effective Policy Implementation Service Delivery & Monitoring** ● Concept of evidence-based e-governance and its utility in policy implementation, service delivery & monitoring ● Use of ICT for decision-making and monitoring performance ● Case Studies of use of ICT in health, education, policing etc. ● Hands-on Training on development of various IT applications Concept of Big DATA, DATA Analytics, IOTs and emerging trends	LD	02 Hours

SIMULATION EXERCISE

Aim:
- Develop participants' strategic vision for developing integrated policy implementation frameworks to achieve the national objectives
- Offer the participants opportunities to apply their knowledge and skills to develop practicable solutions for effective service delivery
- Develop the attitudes and skills required for working in a team, and of building consensus through a consultative process
- Sharpen the participants' ability to sift out the essential from the trivial in a given scenario and prioritize issues in a constrained resource and time environment

Scope:

- Develop effective "Implementation Mechanisms" which will ensure service delivery to the public under a given environment while ensuring that such a mechanism achieves the goals envisaged in the national policy directive

- Enable the participants to prioritize the issues and policy / strategy options keeping in view the social, economic and political constraints while allocating limited resources among competing demands

- Develop ability to strike a balance between continuity and change based on a realistic analysis of the challenges and opportunities arrived at by a strategic appraisal of the prevailing environment

- Enhance participants' capacity to formulate specific set of action plans for sustained execution of the operational strategies which provide equitable and financially sustainable solutions

- Sharpen foresight to identify potential destabilizing factors and suggest contingency plans to overcome them with a view to ensure uninterrupted service delivery
- Develop abilities to innovate and formulate strategies which are not based on mundane and run off the mill practices
- Familiarize participants with the process of formulating comprehensive National Policies

Conduct:

There will be one simulation exercise during the course.

Exercises	Duration
S.E	55 Hours
Briefing Exercise	0.5 Hour
Total	**55.5 Hours**

CASE STUDIES

<u>**Aim**</u>:

To develop analytical skills of the participants and to demonstrate the knowledge skills and experience in real life situation, the Case Studies are conducted during the Course

<u>**Conduct:**</u>

There will be two Case Studies; (one in second term and the other one in third term)

- **CSR – 1**

- **CSR – 2**

PRESENTATIONS

AND

MISCELLANEOUS EVENTS

Ref	Event	Duration
PRESENTATIONS		
Current Issues Presentations (CrIP)		
• CrIP-1 to 41 (30 minutes each) (See details on next pages)		20.5 Hours
Service Group Presentations (SGPs)		
• SGP 1 to 07	01 hr each (See details on next pages)	07 Hours
Individual Research Paper (IRP)		
• IRP Consultation 1st & 2nd draft		17 Hours
• CRCP (02 hrs) + CRC Discussion (02 hrs)		04 Hours
	Total	**49.5 Hours**

Ref	Event	Duration
MISCELLANEOUS EVENTS		
Analysis Paper (AP) and Analysis Paper De-Briefing (APDB)		
• AP – 1	See details on next pages	1.5 Hours
• AP – 2	See details on next pages	2.5 Hours
• APDB - 1 & 2	0.5 hour each	01 Hour
Peer Rating (PrR)		
• PrR-1 & 2	PrR-1 = 0.5 hr , PrR-2 = 02 hr = 2.5 hrs. each: See details on next pages	2.5 Hours
	Total	**8.5 Hours**
Comprehension Test (Course Module) 1 & 2	At the end of second & third term, Comprehension Test based on Course Modules' contents will be conducted to asses Participants' understanding of these subjects (45 minutes each) 1.5 hrs	1.5 Hours

PRESENTATIONS (P)

CURRENT ISSUES PRESENTATIONS (CrIPs)

Aim:

To encourage the participants to analyze a current issue impinging upon the socio-cultural, economic, political or any other facet of life in Pakistan which has serious policy implications with a view to promote their understanding about the strategizing the implementation of public Policy

Methodology:

- Current Issue presentations are made by all the participants

- Topic should relate to Pakistan and to a policy issue in current public debate, and preferably based on the participant's past work experience

- Topic is required to be selected by the participant in consultation with and approval of Syndicate DS

- Three options are invited from each participant and topics are finalized in a Faculty Meeting

- Perspective of the selected current issue topic is required to be discussed by the participant with the faculty advisor

- *A current issue selected by one participant is not allowed to another participant under any pretext*

No. of Presentations

Ref.	CrI Presentations	Duration
CrIP-1 to 41	Each CrIP will be of 30 minute; 20 minutes for the presentation and 10 minutes for Q & A	20.5 Hrs.
Date, Time and Venue will be reflected in the Weekly Programme		

SERVICE GROUP PRESENTATIONS (SGPs)

Aim:

To familiarize all participants about Government departments / organizations / occupational groups

Scope:

- Highlight the history, evolution, and the present status of department / organization/occupational group mentioning relevant laws governing the functional parameters
- Discuss issues relevant to the effectiveness of the department / organization/occupational group, e.g., career planning, incentivization, training etc.
- Bring up both the strengths and weaknesses of department / organization / occupational group
- Identify and discuss the future direction and prospects for the growth of department / organization / occupational group

PROPOSED FORMAT:

Designated Participants will make one-hour presentation each on their respective occupational group which would generally be on following lines. They are advised to consult their Faculty Advisors while preparing the SGPs:

1. Historical evolution of the Department / Occupational Group
2. Relevant laws governing the organizational structure, size and functions of the Department / Occupational Group
3. Functions of the Department / Occupational Group
4. Management of the Department / Occupational Group:
   (a) Human Resource (recruitment, training and promotion policy)
   (b) Financial Resources
   (c) Physical Resources
   (d) Technical Resources

5. Management style of the Department / Occupational Group:
   i. Methods and procedures of decision making
   ii. Planning
   iii. Implementation
   iv. Monitoring and evaluation
6. Identification of issues and problems hindering a successful pursuit of the targets of the department / organization
7. Policy options for tackling these problems
8. Change management for enhancing performance
9. Relevance of the department/organization / occupational group to the changing paradigm of governance and its likely future evolution

(**Note**: *SGP should not be viewed as a defense of the department / organization / occupational group being presented. The presentation will be assessed for its accuracy of factual data, objectivity of analysis, and implement ability of recommendations*)

No. of Presentations

Ref.	SGP Presentations	Duration
SGP 1 to 07	Each SGP will be for total 01 hour (40 minutes for the presentation and 20 minutes for Q & A)	07 Hrs.
Date and Time will be reflected in the Weekly Programme.		
All SGPs will be held centrally in Main Class Room		

COURSE REVIEW COMMITTEE PRESENTATION (CRCP):

Aim:

To seek comments and recommendations on the Course by the participants with a view to further improve it for the benefit of future Participants

Course Review Committee (CRC):

A CRC, comprising a Chairman and 8-9 members of the Committee will be constituted from amongst the course participants in the eight week of the Course. The CRC so constituted will critically analyze aim and objectives of the course, all segments of the course curriculum and co-curricular activities and would seek comments / recommendations from colleague participants. It will submit the report to DS (T&C) SMW in the beginning of the 9th Week of the Course

Presentation (CRCP):

CRC will make a Presentation of 02 hours (01 hr. for Presentation and one for Q & A) to the entire class virtually in the last week of the Course, for which Date and Time will be reflected in the Weekly Programme

Individual Research Paper (IRP):

Time Allocation		
• IRP Consultation 1st& 2nd draft		17 Hrs.

MISCELLANEOUS EVENTS

TUTORIAL DISCUSSIONS (TDs):

Aim:

To provide enabling environment to participants for discussions in smaller groups with a view to afford them better opportunities of expressing their views on core issues vis-à-vis public policy and implementation process

Scope:

- In each term, the participants will be divided into 5 / 6 syndicates and each syndicate will have a Sponsor DS (Synd. DS)
- Each TD will be a structured one and on a specific topic, sponsored by a Faculty Member / DS
- All TDs will be held in designated Synd. Rooms (SRs) under the supervision / guidance of the designated Synd. DS

ANALYSIS PAPER (AP) AND ANALYSIS PAPER DE - BRIEFING (APDB)

Aim:

To provide the participants an opportunity to demonstrate their analytical skills. Progressive and logical development of thought in response to the requirement (the questions asked), brevity, specificity as against generalizations, coherence, conciseness and clarity is some of the qualities against which the participants' output is evaluated

Scope:

The scope of AP is as broad-based as Statecraft and Public Policy itself. Following are included in the scope of AP:

- An analysis of relevant extracts from the literature on Statecraft
- A review of any important domestic issue and its implication for Public Policy
- A constitutional or governance issue with far-reaching implications on Pakistan's national interest, aim and objectives
- A global event and its impact on Pakistan's Public Policy formulation and implementation
- An International Treaty or Agreement having an impact on Pakistan's Public Policy

Conduct of Aps:

APs are generally impromptu requirements. Participants will have to give policy input/options in writing. In AP- I, the response is restricted to 3-4 pages and in AP-II 5-6 pages

Analysis Paper De-Briefing (APDB):

- After every AP, a de-briefing session will be conducted by the DSs

- Marked answer sheets will be given to respective participants for their information to discuss the requirement and the answers (possible policy options) offered by them

- The participants can give their input and recommendations on the conduct of AP

- After the de-briefing session, the marked APs will be returned to the DS conducting APDB

No. of APs and APDBs:

Ref	Event	Duration
AP-1	Analysis Paper-1	1.5 hrs.
APDB-1	Analysis Paper De-Briefing-1	0.5 hrs.
AP-2	Analysis Paper-2	2.5 hrs.
APDB-2	Analysis Paper De-Briefing-2	0.5 hrs.
	Total	**05 hrs.**

PEER RATING (PrR):
Aim:

To develop a sense in the participants about rating their colleague in three different shades of personality i.e.
As a Friend", "As a Leader" and "As a Professional"
Conduct:

- At the end of each term, the participants will be asked to rate their colleague participants "As a Friend", "As a Leader" and "As a Professional"

- A list of all the participants will be issued to the participants, who will rate their colleague participants under the above-mentioned Personality shades. The participant will not fill in the columns against his / her own name

NO. of PrR:

Ref	Peer Rating (PrR) Events	Duration
PrR-1	Peer Rating 2nd Term (Synd Level)	0.5 hrs.
PrR-2	Peer Rating 3rd Term (Course Level)	02 hrs.
	Total	**2.5 hrs.**