

MOST IMMEDIATE

No. 2(1)/2015-Admn-I
Government of Pakistan
Ministry of Commerce
Islamabad

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Islamabad, the 26th January, 2015

C I R C U L A R

Subject: **"MANAGEMENT DEVELOPMENT PROGRAM" SCHEDULED TO BE HELD FROM FEBRUARY TO MARCH, 2015, BEING HELD AT KARACHI, LAHORE AND ISLAMABAD:**

Copy of Pakistan Institute of Management, Karachi's letter No. Nil, dated 19-01-2015 along with PIM's trainings schedule to be held from for the month of **February to March, 2015** as per list attached is forwarded with the request that the nomination of suitable officers duly approved /recommended by their respective officers may be furnished to this section **at least 15 days before commencement of each training course as the dates mentioned in the attached calendar of events**, which are being held in Karachi, Lahore and Islamabad.

2. It may be noted here that the funds are involved in these different types of training programmes. For further details, please visit the website: <http://www.pim.com.pk>.



(Muhammad Usman Ghani)
Section Officer (Admn-I)



PAKISTAN INSTITUTE OF MANAGEMENT

GOVERNMENT OF PAKISTAN, MINISTRY OF INDUSTRIES & PRODUCTION

Management House, 70-B/2, Gulberg-III, Lahore

Tel: (042)99263137 EPABX: (042)99263133-35 Fax: (042)99263138

E-mail: pimlhc@pim.com.pk Web Site: <http://www.pim.com.pk>

[REDACTED]
17 JAN 2015

THE SECRETARY
MINISTRY OF COMMERCE
GOVERNMENT OF PAKISTAN
Pakistan Secretariat, Block "A"
Islamabad.

MANAGEMENT DEVELOPMENT PROGRAM: February – March 2015

Dear Sir,

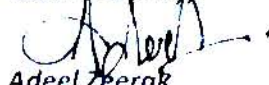
Please find enclosed the PIM's trainings schedule for the months of February – March 2015. Courses are scheduled for Karachi, Lahore and Islamabad. Kindly send us the nominations for these courses at your earliest. Your nominations for the Lahore based courses should be sent directly to our Lahore Office and nominations for Karachi and Islamabad courses should be sent to Program Office, PIM Karachi. Courses fee payment cheques, demand drafts and pay orders should be drawn in favour of "PAKISTAN INSTITUTE OF MANAGEMENT".

Nominations should be sent preferably at least one week before the course begins. You are however requested to send the nominations earlier as the registration for any particular course may close earlier depending upon the number of nominations received.

We are eagerly looking forward to receive training nominations from your organizations.

With best regards,

Yours sincerely,



Adeel Zeerak
Registrar

Encls: As above*.

COURSES AT MANAGEMENT HOUSE, KARACHI FEBRUARY 2015

01. Advanced MS Excel

Karachi: February 09 - 12, 2015

This course is designed for existing Excel users who have a working knowledge of the Excel and wish to further develop their spreadsheet skills by using the more complex features of the application.

Course Contents

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

Pre-Requisites

Basic knowledge in MS-Excel or any other spread sheet is required.

Course Fee: Non-Members Rs. 10,000; Members Rs. 9,000; Contributory Members Rs. 8,000.

02. How to Improve Morale, Motivation and Commitment

Karachi: February 09 - 13, 2015

More than ever before, morale, motivation and productivity are key issues for today's managers. The work force has become increasingly differentiated in terms of its mobility, aspirations, training and responsiveness to incentives. The relationships between morale, motivation and productivity are no longer simple and straightforward. This workshop examines how these elements work together, how to diagnose dysfunctions and intervene positively through appropriate motivational strategies.

Course Fee: Non-Members Rs. 17,500; Members Rs. 16,500; Contributory Members Rs. 15,500.

03. The Art of Technical Writing & its Advantages

Karachi: February 09 - 13, 2015

In a world of rapid technological development, companies are trying to find easy and effective ways to help existing or potential customers understand the advantages of their new products and services. This course will provide a better understanding of writing techniques and will enable you to use better words for a variety of technical subjects.

- Business correspondence and resumes
- Technical reports: structure & process
- Types of technical reports: an overview
- Business plans
- Proposals
- Progress reports
- Instructions
- User guides
- Organizational policies and procedures
- Recommendation & feasibility reports
- Abstracts, introductions & conclusions
- Oral presentations

Course Fee: Non-Members Rs. 16,500; Members Rs. 15,500; Contributory Members Rs. 14,500.

04. Effective Housekeeping: 5S Framework (NEW)

Karachi: February 16 - 18, 2015

Course Fee: Non-Members Rs. 10,000; Members Rs. 9,000; Contributory Members Rs. 8,000.

05. Skills in Administration

Karachi: February 16 - 19, 2015

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.

Course Fee: Non-Members Rs. 15,000; Members Rs. 14,000; Contributory Members Rs. 13,000.

06. Workshop on Developing Human Resource and Administrative Policy Manual (NEW)

Karachi: February 16 - 20, 2015

Course Fee: Non-Members Rs. 17,000; Members Rs. 16,000; Contributory Members Rs. 15,000.

07. Managerial Transition: Form operational manager to strategic thinker (FD) (NEW)

Karachi: February 23 - 24, 2015

If you want to move from being a good manager at operation level to a great manager at senior level, this training program will enable you to enrich yourself with idea, planned actions and implementation strategy that will add value to your organization through increased team work and enhanced personal capabilities.

This training program will help you in becoming proactive, innovator, persuasive payer and instrumental in strategic change, needed in the organization for creating value for all the stakeholders.

Course Content:

- Developing strategic management skills
- Creating strategic framework
- Formulating vision, mission and strategy for your work group
- Influencing the stakeholders to materialize your vision, achieve your mission through successfully working on your strategy
- Building your personal strategy plan for professional growth.

Course Fee: Non-Members Rs. 16,000; Members Rs. 15,000; Contributory Members Rs. 14,000.

08. Event Management Skills

Karachi: February 23 - 26, 2015

Event Management is an area, which has grown rapidly in recent years and has become established as an important element in the Promotional Mix. The emergence of Event Management as a professional skill is now firmly established.

The objective of this course is to provide participants with the skills they need to work in Event Management; to ensure that any event, from a departmental meeting to a full-scale conference, is a complete success. This course will give you a good grounding in all the essentials of Event Management. In this course you will also research and plan a fictional event, troubleshooting issues as they arise.

Course Contents

- Overview of Event Management
- Purpose and Importance of Event Management
- Event management Planning
- Managing Resources and Budgeting
- Fulfilling Client's expectations
- Promoting the Event
- Evaluation of the Event

Course Fee: Non-Members Rs. 14,000; Members Rs. 13,000; Contributory Members Rs. 12,000.

09. Selling Competencies

Karachi: February 23 - 26, 2015

Sales jobs vary from cold-calling telemarketers to consultative sales professionals who can spend years developing a lead into a sale; the products they sell range in cost from less than a hundred dollars to millions. Today's business world, which is characterized by cut throat competition, even a small edge can make a difference between success and extinction. Hay/McBers research has identified a set of key characteristics that can apply to any kind of selling.

This course would help you identify these competencies and your level of expertise in each one. It will provide you an insight into how you can go about further strengthening those competencies in which you are already strong, as well as developing those which require polish. At the end of this four half day program you will not only have received feedback on how well you demonstrate certain behaviors that are essential for effective selling, you will also go through a process to improve the same.

Course Fee: Non-Members Rs. 15,000; Members Rs. 14,000; Contributory Members Rs. 13,000.

10. Management Course for Junior Executives (FD)

Karachi: February 23 - 27, 2015

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

Course Fee: Non-Members Rs. 20,000; Members Rs. 18,500; Contributory Members Rs. 17,000.

11. How to Conduct Successful Selection Interviews

Karachi: February 24 - 26, 2015

This course is designed for HR managers, recruiters, as well as professionals who are involved in the recruitment process. It will aid participants in conducting effective selection interviews, hence sharpening their skills to obtain relevant information from interviewees by utilizing different techniques.

The topics covered will include:

- Developing an interviewing plan
- Evaluating resumes
- Determining what type of questions to ask and not ask during an interview
- Learning how to deal with different types of interviewees
- Interpreting body language
- How to avoid common interviewing mistakes

Course Fee: Non-Members Rs. 12,000; Members Rs. 11,000; Contributory Members Rs. 10,000.

01. Effective Dangerous Goods Handling (FD)

Lahore: February 09 - 10, 2015

Dangerous goods are solids, liquids, or gases that can harm people, other living organisms, property, or the environment. They are often subject to chemical regulations. In different countries, dangerous goods are more commonly known as hazardous materials, (abbreviated as HAZMAT or HazMat). "HazMat teams" are personnel specially trained to handle dangerous goods. This program aims to create awareness of Dangerous Goods in daily and professional life. It's also important to know that how protective measures are necessary to handle Dangerous Goods. Persons who may come into contact with dangerous goods as part of their work are also often subject to monitoring or health surveillance to ensure that their exposure does not exceed occupational exposure limits. Laws and regulations on the use and handling of hazardous materials may differ depending on the activity and status of the material.

This Awareness Program, consist of the following Module.

- Module 1 – Applicability
- Module 2 – Limitations
- Module 3 – Classification
- Module 4 – Identification
- Module 5 & 6 – Packing, Marking & Labeling
- Module 7 – DG Storage & Handling

Course Fee: Non-Members Rs. 16,000; Members Rs. 15,000; Contributory Members Rs. 14,000.

02. Productivity Management: Efficient Utilization of Organizational Resources (FD)

Lahore: February 10 - 11, 2015

Pakistani organizations today need to identify ways to improve productivity in order to remain competitive in the current business world of cut throat competition. Productivity measures are essential to assess the long term health of an organization that helps in determining that whether the organization is progressing or moving backwards. Enhancing productivity means an increase in the profits and decrease in the costs. All organizations, whether in service or manufacturing business, need to apply modern productivity improvement techniques in order to cope with the global challenges and to discover their business processes that need re-evaluating and/ or re-engineering. This course is designed to provide the participants with the latest tools, techniques, and methodology used by world class organizations for enhancing organizational productivity.

Course Fee: Non-Members Rs. 15,000; Members Rs. 14,000; Contributory Members Rs. 13,000.

03. Personal Imaging

Lahore: February 16 - 17, 2015

Imaging is a communication tool which expresses our strengths, weaknesses, attitudes and attributes. It should be a genuine expression of us, but that expression has to be appropriate to the culture, environment and situation in which we are functioning.

In today's fast paced business world, impressions regarding competence, intelligence and reliability are formed within seconds and are usually based on appearance, hence the importance of first impressions cannot be underestimated.

Knowing how to manage your personal presentation so that you are quickly seen as effective and confident is as critical as any business skill on a resume. Discover the right image for your workplace and discover a new confident, successful future, and see your corporate image enhance across all staff for best effect.

This program helps you discover your best potentials by mastering your visual image, self-image and attitude. Discover a 'new you' with Style, Grooming, Business Dining and Social Etiquette. The Program is suitable for all managers who think that improving personal imaging will open new doors in professional advancement.

Course Fee: Non-Members Rs. 8,500; Members Rs. 8,000; Contributory Members Rs. 7,500.

04. Conflict Management

Lahore: February 16 - 18, 2015

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.

Course Fee: Non-Members Rs. 11,000; Members Rs. 10,000; Contributory Members Rs. 9,000.

05. Enhancing Analytical Skills of Managers

Lahore: February 16 - 18, 2015

Analytical skills in management are often defined as the ability to break problems into parts to see relationships or inter-dependencies. Managers with analytical abilities plan well and lead projects successfully. They are able to accurately forecast financial results and develop plans to meet goals and objectives. Analytical leaders work with their people to plan and create action plans for their areas of responsibility and work to accomplish these goals. Managers who possess analytical skills systematically accomplish their plans and logically produce predictable results. The core focus of this course is to encircle fundamental analytical skills paradigm of top/senior executives and establish a consolidate link in purely applied manner that would be all useful for these executives to appear stronger in problem solving and decision making, strategy development, organizational change initiatives and driving operational efficiency parameters keeping behavioral modulation as bench mark.

Course Fee: Non-Members Rs. 11,500; Members Rs. 10,500; Contributory Members Rs. 9,500.

06. Financial Analysis: Concepts and Techniques

Lahore: February 16 - 19, 2015

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

Course Fee: Non-Members Rs. 14,500; Members Rs. 13,500; Contributory Members Rs. 12,500.

07. Advanced MS Access 2010 with MySQL Server

Lahore: February 23 - 27, 2015

The database solutions of today require a seamless integration of specific user requirements with MS Access objects. Utilizing macros, VBA, SQL and embedded expressions, you can create fully distributable applications within Access.

Microsoft SQL Server 2005 is the leading relational database management system and is extensively deployed around the world. The combination of low cost, ease of maintenance and high speed makes MS SQL Server 2005 ideal for many application areas.

In this hands-on course, you gain the skills necessary to create intelligent forms by manipulating properties, executing methods, and incorporating business logic to create a complete solution. You will also learn how to administer and maintain MS SQL Server 2005 databases while addressing scalability and reliability issues.

Course Fee: Non-Members Rs. 11,000; Members Rs. 10,000; Contributory Members Rs. 9,000.

08. Improving Spoken English Skills

Lahore: February 23 - 27, 2015

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

Course Fee: Non-Members Rs. 14,000; Members Rs. 13,000; Contributory Members Rs. 12,000.

09. Principles of Good Management

Lahore: February 23 - 27, 2015

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.

Course Fee: Non-Members Rs. 16,500; Members Rs. 15,500; Contributory Members Rs. 14,500.

10. Workshop on Project Management

Lahore: February 23 - 27, 2015

The importance of "Project Management" to a company's profitability and to its market responsiveness is more critical today than ever before. Everyone needs the skills to complete a project on time and under budget, without compromising quality targets. This is a practical "hands on" course for those who are new in the area of project management as well as for those who want to refresh their knowledge and skills in project management.

The course will cover the following topics:

- Introduction of the basic principles and processes of project management .
- The techniques to define the project missions and correlate project goals and objectives to corporate initiatives.
- The methods to define and develop detailed project plan using PERT/CPM.
- Modern techniques to monitor and control project activities and deliverables, measuring project progress and managing the "Triple constraints" and responding to changing project environment using PERT/CPM.
- Providing methods to formalize acceptance to bring the project to an orderly close and conduct a "Lessons Learned" session

Course Fee: Non-Members Rs. 17,500; Members Rs. 16,500; Contributory Members Rs. 15,500.

COURSES AT MANAGEMENT HOUSE, KARACHI MARCH 2015

01. Electronic Commerce as New Business Technique (FD)

Karachi: March 02 - 03, 2015

Electronic commerce, commonly known as E-commerce or eCommerce, is trading in products or services conducted via computer networks such as the Internet. Electronic commerce draws on technologies such as mobile commerce, electronic funds transfer, supply chain management, Internet marketing, online transaction processing, electronic data interchange (EDI), inventory management systems, and automated data collection systems. Modern electronic commerce typically uses the World Wide Web at least at one point in the transaction's life-cycle, although it may encompass a wider range of technologies such as e-mail, mobile devices, social media, and telephones as well.

The aim of this course is generally considered to be the sales aspect of e-business. It also consists of the exchange of data to facilitate the financing and payment aspects of business transactions. This is an effective and efficient way of communicating within an organization and one of the most effective and useful ways of conducting business. It is a Market entry strategy where the company may or may not have a physical presence.

E-commerce can be divided into the following subsections:

- E-tail or "virtual storefronts" on websites with online catalogs, sometimes gathered into a "virtual mall"
- Buying or selling on websites and/or online marketplaces.
- The gathering and use of demographic data through web contacts and social media.
- Electronic data interchange, the business-to-business exchange of data.
- E-mail and fax and their use as media for reaching prospective and established customers (for example, with newsletters)
- Business-to-business buying and selling
- The security of business transactions

Course Fee: Non-Members Rs. 17,000; Members Rs. 16,000; Contributory Members Rs. 15,000.

02. Management by Objectives

Karachi: March 02 - 04, 2015

Experience throughout the ages has proven that people produce the best results when they buy-in to and are committed to the goals they are being asked to achieve. There is no better way to ensure commitment and buy-in to goals than allowing people to set their own goals and objectives. In organizations the best way to do this is to use Management By Objectives. This course will, in a practical and systematic format, provide managers at all levels with an overview of MBO and information about installing and using MBO effectively in their organizations.

Course Fee: Non-Members Rs. 11,000; Members Rs. 10,000; Contributory Members Rs. 9,000.

03. APICS - Basics of Supply Chain

Karachi: March 02 - 05, 2015

Course covers basics concepts in managing the complete flow of materials in a supply chain, emphasizing the organizations internal supply chain. Course participants will get a complete overview of material flow, from internal and external suppliers to and from the organization. Basics of Supply Chain Management give participants the in-depth knowledge about the physical relationship between Supply Chain, Manufacturing Planning and Control, Purchasing and Physical Distribution

Topics Include:

Introduction to Supply Chain	Demand Management
Materials Requirement Planning	Capacity Management and Production Activity Control
Aggregate and Item Inventory Management	Purchasing and Physical Distribution
Lean / JIT and Quality System	

Course Fee: Non-Members Rs. 16,000; Members Rs. 15,000; Contributory Members Rs. 14,000.

04. Handling Difficult People

Karachi: March 02 - 05, 2015

Do you have to deal with irate, rude, impatient, emotional, persistent or aggressive people? Do you come home from work stressed out from having had to deal with difficult people all day?

Businesses are learning the importance of having employees who are capable of handling all types of difficult people and situations. Employees who succeed in this area are in great demand.

This workshop encompasses techniques on how to manage difficult behavior of people and turn it into constructive and positive behavior.

Course Fee: Non-Members Rs. 14,500; Members Rs. 13,500; Contributory Members Rs. 12,500.

05. How to Conduct Effective Meetings

Karachi: March 02 - 03, 2015

Meetings are a vital cog in the day-to-day running of most organizations. They are an integral part of the communication and problem solving processes critically important across functions and organizational levels. However, valuable time, effort and energy are frequently lost through poorly conducted and organized meetings. After attending this course participant would be able to successfully and effectively plan and execute meetings.

Course Fee: Non-Members Rs. 8,500; Members Rs. 8,000; Contributory Members Rs. 7,500.

06. Advanced MS Office

Karachi: March 09 - 13, 2015

This course is designed for experienced users of Microsoft Office. It familiarizes them with the advanced features of Word, Excel and PowerPoint and shows them how to create macros in Excel using Visual Basic for Applications (VBA). The course comprises:

- | <u>Word</u> | <u>PowerPoint</u> | <u>Excel</u> |
|---|--|---|
| <ul style="list-style-type: none">▪ Long/complex documents▪ Table of contents, index, etc▪ Style sheets and themes▪ Drawings and diagrams▪ Templates▪ Document security▪ Customization▪ Macros | <ul style="list-style-type: none">▪ Managing presentations▪ Charts▪ Tables▪ Templates & Color Schemes▪ Animation▪ Multimedia▪ Customized presentations | <ul style="list-style-type: none">▪ Data manipulation▪ Formulas and functions▪ Tools▪ Macros▪ Working with Shared Workbooks |

Course Fee: Non-Members Rs. 11,000; Members Rs. 10,000; Contributory Members Rs. 9,000.

07. Skills in Goal Setting and Work Planning

Karachi: March 09 - 13, 2015

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.

Course Fee: Non-Members Rs. 16,000; Members Rs. 15,000; Contributory Members Rs. 14,000.

08. Skills in Supervision

Karachi: March 10 - 13, 2015

This course has been designed to develop employees to discharge supervisory responsibilities effectively. Major areas covered in the program include basics of management, communication, human relations and productivity.

Course Fee: Non-Members Rs. 16,500; Members Rs. 15,500; Contributory Members Rs. 14,500.

09. Controlling Cost (IFC) (FD) (NEW)

Karachi: March 16, 2015

Course Fee: Non-Members Rs. 9,000; Members Rs. 8,500; Contributory Members Rs. 8,000.

10. Effective Purchase Management (FD)

Karachi: March 16 - 17, 2015

Purchasing is a managerial process that goes far beyond simply buying materials. It includes planning and policy procedures that cover a wide range of related activities. In analyzing business operations, the phrase 'value-added' expresses the difference between the cost of the component materials and the selling price of a finished product. The average company purchases goods and services valued at more than half of what it sells. An organization's profit is thus, to a large extent, determined by how effectively it procures and manages these materials.

The efficiency of any organization is correspondingly contingent on the availability of component parts and materials of the right quality, in the right quantity, at the right time, at the right price, from the right source and with delivery at the right place. Failure in any of these areas increases costs and decreases profit and can precipitate an economic crisis. In an increasingly globalized economy, buyers find it necessary to become world-class customers. They need to know their business so that they can effectively and efficiently satisfy the increasingly complex needs of their internal customers.

This course as a whole is designed to present the principles and procedures that represent the most professional approach to purchasing in the private, public and nonprofit sectors of our economy. This approach focuses mainly on industrial or commercial purchasing in contrast to purchasing by household consumers.

Course Fee: Non-Members Rs. 15,000; Members Rs. 14,000; Contributory Members Rs. 13,000.

11. Knowledge Management & Organizational Development

Karachi: March 16 - 19, 2015

Knowledge Management (KM) refers to a range of practices used by organizations of identify create, represent, and distribute knowledge for reuse, awareness and learning across the organization. Knowledge Management programs are typically tied to organizational objectives and are intended to lead to the achievement of specific outcomes such as shared intelligence, improved performance, competitive advantage or higher levels of innovation.

Knowledge transfer (an aspect of Knowledge Management) has always existed in one form or another, for example through on-the-job peer discussions, formal apprenticeship, corporate libraries, professional training and mentoring programs. However, since the late twentieth century—additional technology has been applied to this task, such as knowledge bases, expert systems, and knowledge repositories.

Course Fee: Non-Members Rs. 15,000; Members Rs. 14,000; Contributory Members Rs. 13,000.

12. Basics of Business English

Karachi: March 16 - 20, 2015

In spoken or written communication a working knowledge of the basic rules of the language provides clarity and effectiveness. Basic grammatical, punctuation and spelling mistakes are very common in business communication but a little guidance in international standards set for Business English can do wonders.

This five-day workshop is designed to provide an intensive guideline and practice in the use of proper English and is suitable for all executives and managers who need to improve their Basic English skills.

Course Fee: Non-Members Rs. 14,000; Members Rs. 13,000; Contributory Members Rs. 12,000.

13. Workshop on Project Management

Karachi: March 16 - 20, 2015

The importance of "Project Management" to a company's profitability and to its market responsiveness is more critical today than ever before. Everyone needs the skills to complete a project on time and under budget, without compromising quality targets. This is a practical "hands on" course for those who are new in the area of project management as well as for those who want to refresh their knowledge and skills in project management.

The course will cover the following topics:

- Introduction of the basic principles and processes of project management.
- The techniques to define the project missions and correlate project goals and objectives to corporate initiatives.
- The methods to define and develop detailed project plan using PERT/CPM.
- Modern techniques to monitor and control project activities and deliverables, measuring project progress and managing the "Triple constraints" and responding to changing project environment using PERT/CPM.
- Providing methods to formalize acceptance to bring the project to an orderly close and conduct a "Lessons Learned" session.

Course Fee: Non-Members Rs. 17,500; Members Rs. 16,500; Contributory Members Rs. 15,500.

14. Conflict Management

Karachi: March 24 - 26, 2015

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.

Course Fee: Non-Members Rs. 11,000; Members Rs. 10,000; Contributory Members Rs. 9,000.

15. Resilience Training for Managers

Karachi: March 24 - 26, 2015

Course Fee: Non-Members Rs. 12,000; Members Rs. 11,000; Contributory Members Rs. 10,000.

16. Strategic Management

Karachi: March 24 - 26, 2015

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

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

Course Fee: Non-Members Rs. 29,000; Members Rs. 27,500; Contributory Members Rs. 26,000.

17. Human Resource Management

Karachi: March 24 - 27, 2015

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

Course Fee: Non-Members Rs. 17,000; Members Rs. 16,000; Contributory Members Rs. 15,000.

18. Managing Training and Development Functions (NEW)

Karachi: March 30 - April 01, 2015

Course Fee: Non-Members Rs. 12,000; Members Rs. 11,000; Contributory Members Rs. 10,000.

19. Development Course for Supervisors

Karachi: March 30 - April 02, 2015

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.

Course Fee: Non Members Rs. 14,500; Members Rs. 13,500; Contributory Members Rs. 12,500.

20. Enhancing Leadership Skills

Karachi: March 30 - April 02, 2015

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.

Course Fee: Non-Members Rs. 18,000; Members Rs. 17,000; Contributory Members Rs. 16,000.

21. Problem Solving and Decision Making Skills

Karachi: March 30 - April 03, 2015

This course will provide a conceptual 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.

Course Fee: Non-Members Rs. 19,000; Members Rs. 18,000; Contributory Members Rs. 17,000.

COURSES AT MANAGEMENT HOUSE, LAHORE MARCH 2015

01. What Is Your Competitive Quotient (CQ): Compete or Get Wiped Out (FD) (NEW)

Lahore: March 02 - 03, 2015

Course Fee: Non Members Rs. 21,000; Members Rs. 19,500; Contributory Members Rs. 18,000.

02. 3D Presentation Skills Using PowerPoint & Flash Tools

Lahore: March 02 - 04, 2015

Presenters or speakers charged with the responsibility to prepare presentations have to spend a lot of their valuable time in designing and formatting a presentation. Microsoft PowerPoint and Macromedia Flash are considered as top-notch presentation tools of the industry. By using combination of these two, you can create high quality, media rich presentations to mesmerize your audience.

This course is designed to impart skills that will help presenters to prepare powerful multimedia presentations with confidence and ease, so that presentations will become livelier and audiences could easily grasp what is presented to them and get appropriately influenced. During the course participants will get thorough understanding of the capabilities of Microsoft PowerPoint and Flash tools and integrate these tools effectively and efficiently into their own environment. This

course is designed for executives/managers/presenters who have to develop and deliver presentations and are looking forward to enhancing existing presentation skills by learning how to create exciting multimedia presentations.

Course Fee: Non-Members Rs. 8,500; Members Rs. 8,000; Contributory Members Rs. 7,500.

03. Inventory Management

Lahore: March 02 - 05, 2015

This course provides participants with an operational knowledge and understanding of Inventory management principles and techniques. Topics include: inventory fundamentals, ordering techniques, replenishment policies, Just-in-time (JIT) and inventory performance measurement. The basic methods of planning and controlling inventory in manufacturing, and distribution will be covered.

Course Fee: Non-Members Rs. 14,000; Members Rs. 13,000; Contributory Members Rs. 12,000.

05. Training Techniques for Trainers

Lahore: March 02 - 06, 2015

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.

Course Fee: Non-Members Rs. 16,500; Members Rs. 15,500; Contributory Members Rs. 14,500.

05. Bridging Differences Creating Agreements (FD) (NEW)

Lahore: March 09, 2015

Course Fee: Non-Members Rs. 8,500; Members Rs. 7,500; Contributory Members Rs. 6,500.

06. Kaizen: Tools for Continual Improvement

Lahore: March 09 - 13, 2015

It is an established fact that KAIZEN is the single most important concept behind Japan's economic 'miracle'. It is this concept and its practice that has enabled Japanese organizations to consistently create customer-satisfying products of superior quality, and meet the competition head-on.

KAIZEN is gradual, unending improvement, doing 'little things' better, setting and achieving ever-higher standards. It is the ability to adapt processes to changing customers and market requirements, and doing it fast. It is a corporate culture complete with all the tools and techniques to make it happen.

Aims of the Course:

- To present a clear understanding of what KAIZEN is
- How it is different from the western management practices?
- Different KAIZEN tools
- How these tools can be effectively applied in Pakistani industry?
- To present some Pakistani KAIZEN success stories

Course Fee: Non-Members Rs. 16,000; Members Rs. 15,000; Contributory Members Rs. 14,000.

07. Six Sigma: Green Belt (FD) (NEW)

Lahore: March 09 - 13, 2015

Course Fee: Non-Members Rs. 25,000; Members Rs. 23,500; Contributory Members Rs. 22,000.

08. Developing Sustainable Leadership in the Organization (FD)

Lahore: March 10, 2015

Every organization faces the issue of leadership succession. The solution lies in the system of leadership development program, which gives sustainable leadership to the organization. Sustainable leadership empowers leaders and followers to create lasting value to its stakeholders. Integral qualities of a sustainable leader are integrity, mentality and sustainability. Organizations need to develop and implement a management system that breeds sustainable leaderships for its continuous growth and profitability.

Course Fee: Non-Members Rs. 9,500; Members Rs. 9,000; Contributory Members Rs. 8,500.

09. Data Analysis Techniques for Effective Decision Making

Lahore: March 16 - 19, 2015

Managerial Skills can be enhanced by using effective decision making skills that depends upon various quantitative decision making tools. The understanding and use of statistical tools and techniques is critically important in effective and rational decision making. The course is designed by keeping in view this important objective.

Course Fee: Non-Members Rs. 14,000; Members Rs. 13,000; Contributory Members Rs. 12,000.

10. Presentation Skills for Managers

Lahore: March 16 - 19, 2015

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.

Course Fee: Non-Members Rs. 14,000; Members Rs. 13,000; Contributory Members Rs. 12,000.

11. Advanced MS Office 2010

Lahore: March 16 - 20, 2015

This course teaches you how to effectively use the new Microsoft Office 2010 Suite through comprehensive training sessions and engaging workshops. Allowing the user to get familiar with the all new version of industry's leading office automation program.

New users will be guided through the fundamentals of the new office interface, while experienced users will be brought up to speed on the new navigation and functionality of this 2010 edition. This course will train you how to best meet your needs through the use of Word, Excel, PowerPoint and Outlook.

Course Fee: Non-Members Rs. 11,000; Members Rs. 10,000; Contributory Members Rs. 9,000.

12. Developing Performance Management System and Its Implementation (NEW)

Lahore: March 16 - 20, 2015

Course Fee: Non-Members Rs. 16,500; Members Rs. 15,500; Contributory Members Rs. 14,500.

13. Certified Supply Chain Manager (CSCM)

Lahore: March 16 - 21, 2015

Supply Chain Management has evolved into the foremost methodology for managing an organization's logistics including the production function. Supply Chain professionals have

developed their capabilities mostly through experience, whereas some have obtained Masters level degrees on the subject. There was an urgent need for developing individuals in this field in order to cope with increasing demand for professionals.

About the Certification

ISCEA, International Supply Chain Education Alliance, USA introduced the CSCM certification program to develop and recognize professionals in Supply Chain Management. The CSCM program is contained in a body of knowledge developed by ISCEA and supply chain professionals can obtain qualification as a Certified Supply Chain Manager (CSCM) after attending a course and passing an examination conducted by ISCEA affiliates globally. The above course is being conducted by BRASI, USA an affiliate of ISCEA. Supply Chain Management has evolved into the foremost methodology for managing an organization's logistics including the production function. Supply Chain professionals have developed their

The course consists of the following topics:

- Building a Strategic Framework to Analyze Supply Chains
- Designing the Supply Chain Networks
- Planning Demand and Supply in a Supply Chain
- Planning and managing inventories in a Supply Chain
- Designing and Building Transportation Networks
- Managing Cross-Functional Drivers in a Supply Chain
- Leadership Skills for Supply Chain Managers
- Theory of Constraints
- Operational Accounting for Supply Chain Managers
- Lean and Six Sigma

\$ 995 (Subject to Change by International Certifying Body).

14. Economics Tool and Techniques for Decision Making

Lahore: March 24 - 27, 2015

Technical decision making & evaluation for projects is a critical process for organizations, as its implementation not only calls for perhaps huge, resources commitments, but also the eventuality that an incorrect selection might affect the health of the organization. The ultimate success of the decision begins with the identification of alternatives that are both technically sound and economically viable.

Due to their sound technical background, the functional managers are qualified to identify technically suitable alternatives, but their limited exposure to economic tools & techniques prevents them from selecting alternatives that are economically viable as well.

This course is designed to enhance technical decision making skills using real life examples, and will give participants an edge in planning, designing and implementing technical decisions

If you want to be more confident in decision-making skills, please send in your nominations. We guarantee you a very interactive rigorous and enjoyable program.

Course Fee: Non-Members Rs. 15,000; Members Rs. 14,000; Contributory Members Rs. 13,000.

15. Electronic Commerce as New Business Technique (FD)

Lahore: March 24 - 25, 2015

Electronic commerce, commonly known as E-commerce or eCommerce, is trading in products or services conducted via computer networks such as the Internet. Electronic commerce draws on technologies such as mobile commerce, electronic funds transfer, supply chain management, Internet marketing, online transaction processing, electronic data interchange (EDI), inventory management systems, and automated data collection systems. Modern electronic commerce typically uses the World Wide Web at least at one point in the transaction's life cycle, although it may encompass a wider range of technologies such as e-mail, mobile devices, social media, and telephones as well.

The aim of this course is generally considered to be the sales aspect of e-business. It also consists of the exchange of data to facilitate the financing and payment aspects of business transactions. This is an effective and efficient way of communicating within an organization and one of the most effective and useful ways of conducting business. It is a Market entry strategy where the company may or may not have a physical presence.

E-commerce can be divided into the following subsections:

- E-tail or "virtual storefronts" on websites with online catalogs, sometimes gathered into a "virtual mall"
- Buying or selling on websites and/or online marketplaces.
- The gathering and use of demographic data through web contacts and social media.
- Electronic data interchange, the business-to-business exchange of data
- E-mail and fax and their use as media for reaching prospective and established customers (for example, with newsletters)
- Business-to-business buying and selling
- The security of business transactions

Course Fee: Non-Members Rs. 17,000; Members Rs. 16,000; Contributory Members Rs. 15,000.

16. Art of Peak Performance

Lahore: March 24 - 26, 2015

Increasingly, people want to find a balance between work, personal and family lives that enables success in each area. Finding this balance is difficult but, when found, the benefits to the individual and the organization are enormous. In an increasingly pressurized

environment, this course will help employees at all levels to take control of their working lives and achieve the goals and objectives of their job.

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

Course Fee: Non-Members Rs. 12,000; Members Rs. 11,000; Contributory Members Rs. 10,000.

17. Project Monitoring, Control & Evaluation

Lahore: March 24 - 27, 2015

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

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

Course Fee: Non-Members Rs. 15,500; Members Rs. 14,500; Contributory Members Rs. 13,500.

18. Implementing Oracle 12c Data Guard

Lahore: March 30 - April 01, 2015

Oracle Data Guard provides the management, monitoring, and automation software to create and maintain one or more standby databases to protect Oracle data from failures, disasters, human error, and data corruptions. Administrators can use either manual or automatic failover to a Data Guard standby database to maintain high availability for mission critical applications.

Hands-on exercises provide you with practical experience with Oracle 11g Data Guard. Exercise include: Building a fault tolerant database, Enabling fast recovery with flashback database, Creating an Oracle 11g Data Guard environment etc.

Course Fee: Non-Members Rs. 10,000; Members Rs. 9,000; Contributory Members Rs. 8,000.

19. Improving Workplace Effectiveness through Creativity & Innovation

Lahore: March 30 - April 01, 2015

Creativity leads to innovation which is the driving force behind a successful organization. Through group and individual creativity successful problem solving can be achieved relating to any kind of work place situation. Small scale innovation further results in improved efficiency and smoother work flows.

Course Fee: Non-Members Rs. 12,000; Members Rs. 11,000; Contributory Members Rs. 10,000.

20. Management by Exception

Lahore: March 30 - April 01, 2015

Gone are the days when managers seemed busy in physical Management, we have come across the facet of Intellectual management in which people are not administered but set free with a sense of liberty and authorized leverage to perform due task and complete given assignments. This approach develops an employee par limits and he/she feels satisfaction at the work place by exercising immediate inner-strength with focused decision making.

The corporate infrastructure and increasing competition requires to be more productive in order to win the war and survive in this global corporate village. It demands that people must be given confidence as it increases commitment and conviction; people must be given chances to take decisions as it enhances their vision and risk taking capability. It reduces the cost, it streamlines the relation between an employee and his organization and it provides strong foundations for lasting corporate success.

"Management by Exception" is a management style where in managers intervenes only when their subordinates fail to meet their performance standards. If the personnel is performing as expected then the Manager takes no action. It's an organizational system in which managers delegates as much responsibility and activity as possible to those below them, stepping in only when necessary.

Course Fee: Non-Members Rs. 10,000; Members Rs. 9,000; Contributory Members Rs. 8,000.

21. Creating Organizational Excellence

Lahore: March 30 - April 01, 2015

Excellence is not an accomplishment. It is a spirit, a never ending process. Tom Peters and Robert Waterman define organizational excellence as continuous innovation in companies. They found that excellent companies were brilliant on the basics and managed to keep things simple in a complex world.

In this highly interactive three half day course, participants will learn practical tools and techniques to bring about the needed changes in their organizational culture to create sustainable organizational excellence. This course is recommended for senior managers in organizations, particularly those who are or would become decision makers, role models and catalysts to bring about cultural change in their organizations.

Course Fee: Non-Members Rs. 14,500; Members Rs. 13,500; Contributory Members Rs. 12,500.

22. Selling Competencies

Lahore: March 30 - April 02, 2015

Sales jobs vary from cold-calling telemarketers to consultative sales professionals who can spend years developing a lead into a sale; the products they sell range in cost from less than a hundred dollars to millions. Today's business world, which is characterized by cut throat competition, even a small edge can make a difference between success and extinction. Hay/McBers research has identified a set of key characteristics that can apply to any kind of selling.

This course would help you identify these competencies and your level of expertise in each one. It will provide you an insight into how you can go about further strengthening those competencies in which you are already strong, as well as developing

those which require polish. At the end of this four half day program you will not only have received feedback on how well you demonstrate certain behaviors that are essential for effective selling, you will also go through a process to improve the same.

Course Fee: Non-Members Rs. 15,000; Members Rs. 14,000; Contributory Members Rs. 13,000.

COURSES AT MANAGEMENT HOUSE, ISLAMABAD MARCH 2015

01. Contracts Management

Islamabad: March 09 - 12, 2015

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

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

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

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

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

Course Fee: Non-Members Rs. 18,000; Members Rs. 17,000; Contributory Members Rs. 16,000.