

MANAGEMENT OUTLOOK

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The Meaning and Purpose of Leadership

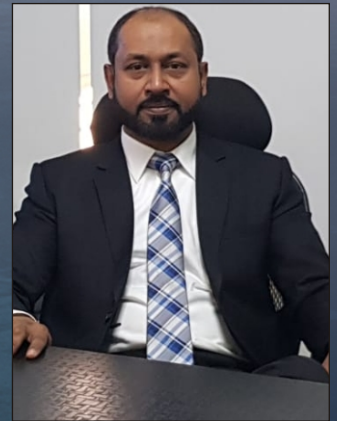
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EXECUTIVE DIRECTOR'S MESSAGE

We are pleased to present to you the new and improved edition of the Management Outlook magazine. Numerous improvements are incorporated in the current issue including a newer attractive cover design. For the benefit of readers, the articles included in the magazine deal with contemporary management issues. A series of articles on the topic of Leadership is also starting from the current issue which will benefit organizational managers at all levels.

I hope you will like the improvements incorporated in the current issue of Management Outlook. Kindly refer Management Outlook to other professionals in your field. This will greatly help us in our mission to spread good management knowledge and practices to Pakistani professionals and managers. You are also invited to contribute in this magazine by giving articles, and sharing any best practices in your organization or anywhere else which may benefit others.

Pakistan Management Excellence Award (PMEA) has been launched by PIM in January 2020, and any type of organization, may be large, medium, small or micro/startup, in public or private sector, may apply. Phase I of the PMEA is based upon Self Assessment, whereas, Phase II involves on-site assessments. There are 3 types of awards like People, Customer Excellence, and Innovation. The award system will guide the organizations on the Journey to Excellence.

Management Outlook magazine will now be published on quarterly basis.

Thank you very much!

Mohammad Abid Hussain
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THE MEANING AND PURPOSE OF LEADERSHIP

LEADERSHIP SERIES: PART 1



by Adeel Zeerak
Registrar & Deputy General Manager,
PIM

Whether in the arena of politics or in the context of organizational management, we see certain individuals who were admired and followed by many. Such influential personalities are said to have good leadership skills. In the field of politics, we know leaders like Nelson Mandela, George Washington and Mikhail Gorbachev who had an immense influence over the people and were able to bring about enormous changes in the society. Moreover, in the corporate world we know highly admired leaders like Bill Gates, Steve Jobs and Jack Ma, who transformed their organizations into immensely successful business entities.

Other than planning, organizing and controlling, leading is considered as one of the four foundation pillars of management. Due to its charismatic nature, this pillar of management has not only fascinated organizational managers at all levels, but also political personalities who wanted to rule some piece of land as a king, prime minister or president. Numerous organizational managers today want to become effective leaders to give a boost to their professional careers. Moreover, many organizations all over the world are continuously investing in their employees to transform them into good leaders in order to enhance their organizational performance.

Understanding leadership is not a straight forward task. There are

numerous management scholars who have proposed several theories on leadership that are not always congruent to each other. Therefore, one may find it a bit difficult to understand the leadership phenomenon and to understand what comprises to be an effective leader. Therefore, for the benefit of readers, as a

OTHER THAN PLANNING, ORGANIZING AND CONTROLLING, LEADING IS CONSIDERED AS ONE OF THE FOUR FOUNDATION PILLARS OF MANAGEMENT

scholar of leadership I intend to write a series of articles on the topic of leadership for PIM's Management Outlook magazine. In writing these articles I will try my best to provide the readers with a comprehensive overview of the topic. This is my first article of the series that is only introductory in nature. The forthcoming articles will explore the leadership phenomenon in greater detail from various angles. This article series will prove to be extremely useful to anyone who wants to become an effective leader or who wants to have a comprehensive overview of leadership phenomenon.

Whether corporate or political or religious, some characteristics are common among all forms of leadership. However, my articles will mainly focus on the corporate leadership. I intend to use only highly reliable sources of

information in writing these articles. Most of the information contained in this article series would be research based.

WHAT IS LEADERSHIP?

Leadership is all about influencing others to act in a certain way to achieve certain goals. To have a general idea of the topic, I am reproducing here some of the well-known definitions of leadership. According to Robbins and Mary, "Leadership is the process of influencing a group of people for the achievement of their goals". According to Kevin Kruse, "Leadership is a process of social influence, which maximizes the efforts of others, towards the achievement of a goal". Leading according to Weihrich, H., Can nice, M. V. and Koontz, H. is "Influencing people so that they will contribute to organizational and group goals". According to Peter F. Drucker, "The only definition of a leader is someone who has followers".

Apart from these simple definitions, some scholars have given more elaborate definitions of leadership. For example, according to Bass, "Leadership is an interaction between two or more members of a group that often involves structuring or restructuring of the situation and the perceptions and expectations of the members. Leaders are agents of change – persons whose acts affect other people more than other people's acts affect them. Leadership occurs

when one group member modifies the motivation or competencies of other in the group”.

These were only a few definitions of leadership. There are many more definitions of it. Thus, leadership is defined in many ways by various leadership scholars. Each definition has emphasized upon a certain aspect of leadership phenomenon. Regarding the various definitions of leadership, Yukl explains, “Leadership has been defined in terms of individual traits, leader behavior, interaction patterns, role relationships, follower perceptions, influence over followers, influence on task goals, and influence on organizational culture. Most definitions of leadership involve an influence process, but the numerous definitions of leadership that have been proposed appear to have little else in common. They differ in many respects, including important differences in who exerts influence, the purpose of influence attempts, and the manner in which influence is exerted.”

From the above discussion, we conclude that although leadership is defined in many ways, however, it involves some sort of influencing process. Thus, all effective leaders, including those mentioned in the beginning of this article, had a great influence over others and they were able to achieve great successes.

PURPOSE OF LEADERSHIP

One of the discussions among leadership scholars is about the purpose of leadership in an

organization. Most of the recent focus is of the view that the purpose of leadership is to enhance the organizational economic and technical performance. Others are of the view that meaning making in the life of people who are being led is also a significant purpose of leadership. This meaning-making aspect of leadership includes creating an environment in organizations where the people develop a sense of purpose and meaning in their professional lives. This meaning-making

ONE OF THE REASONS FOR EMPHASIZING MORE ON THE ECONOMIC PERFORMANCE RATHER THAN MEANING-MAKING ASPECT OF LEADERSHIP IS THE QUALITATIVE NATURE OF MEANING-MAKING WHICH IS HARD TO DEFINE AND QUANTIFY

aspect of leadership was given significant importance by early leadership scholars, but with the passage of time economic and technical performance aspect was given more importance.

One of the reasons for emphasizing more on the economic performance rather than meaning-making aspect of leadership is the qualitative nature of meaning-making which is hard to define and quantify. On the other hand, measuring the economic and technical performance of an organization is comparatively easy to measure. Nevertheless, both aspects are important for a leader and these are mutually related to some extent. For example, if leadership is able to develop a sense of purpose in the lives of the

followers, are able to provide meaning to followers’ lives, make them feel motivated, then this will further improve the economic and technical performance of the organization. It is therefore important for a leader not to ignore any one of these purposes of leadership. Leaders should not only target higher economic and technical performance in their organizations but at the same time must work on increasing job satisfaction, motivation and social welfare of the people in their organizations.

Meaningful action within organizations has two components. These components are that the organization support some ultimate objective that followers value and the meaningful activities should create an individuals’ connection with the community. Take the example of an organization, say a hospital that is being led by its leadership. One of the goals of its leaders would be to run the hospital as effectively and efficiently as possible to maximize productivity and to keep its financial health in a good position. However, the other objective of its leaders is to take care of its employees, motivate them and develop a sense of pride in them for doing a very noble work for the society in terms of saving lives of the people.

Due to various reasons including the difficulty in defining and quantifying meaningfulness, more importance was given by practitioners and scholars on the other objective of leadership that is only on the technical efficiency and economic performance of organizations.

(To be continued)

SOCIAL MEDIA POLICY

For Employees – The CODE

A social media policy is a very critical for any organization that uses social media. As a matter of fact, it's a crucial tool even if your organization doesn't use social media. Because your employees almost certainly do: Over 60% of Pakistanis use at least one social media platform. Yet the concept of social media policy is just non-existent in Pakistan. A social media policy isn't just a set of rules. It guides, advises and inspires in best and worst case scenarios.

Social Media Policy?

A good social media policy is a living document that provides guidelines for your organization's social media use. It covers your brand's official channels, as well as how employees use social media, both personally and professionally.

Because social media is constantly changing—platform popularity shifts all the time, let alone the specifics of how they're used—a social media policy can't just sit quietly in a drawer (or a Google Doc.)

You need a straightforward, up-to-date document that is easy to understand and act on whether the person reading it is a new hire or a social media manager in the middle of a PR crisis.

Benefits of Social Media Policy

Maybe you've skirted some social media issues already. Or maybe your social media strategy is going swimmingly. Either way, why go to the trouble of crafting, revising and launching an official social media policy for your organization?

There are a few compelling reasons. An official policy can help you:

- Maintain your brand identity consistently across channels
- Treat legal and regulatory sensitivities with awareness
- Prevent a security breach
- Prevent a full-blown PR crisis
- Act quickly if a crisis or breach does happen
- Be upfront with your employees regarding their own social media responsibilities
- Encourage your employees to own and amplify your brand's message

Critical Aspects of Social Media Policy

1. Define your team's roles

Who owns which social accounts? Who covers which responsibilities on a daily, weekly or as-needed basis? It might be helpful to include names and email addresses so that employees from other teams know who to contact.

Responsibilities to assign might include:

- Daily posting and engagement
- Daily customer service
- Strategy and planning
- Advertising
- Security and passwords
- Monitoring and listening
- Approvals (legal, financial, or otherwise)
- Crisis response (see #3)
- Social media training for other employees

At the very least, this section should establish who is authorized to speak for your brand on social media—and who isn't.

2. Establish security protocols

There are a lot of social media security risks out there. In this section you have the opportunity to provide guidance on identifying and dealing with them.

How often do your account passwords get changed? Who maintains them, and who has access to them? Is your organizational software updated regularly? What about devices? Who should employees talk to if they want to escalate a concern?

3. Make a plan of action for a security or PR crisis

The goal of your social media policy is to prevent the need for a

social media crisis management plan. However, it's best to have both. Do consider whether these should be two separate documents—especially if your social media policy will be public-facing.

Your crisis management plan should include an up-to-date emergency contact list with specific roles: not just the social media team, but your legal and PR experts, all the way up to the C-suite. Guidelines for identifying the scope of the crisis, an internal communication plan, and an approval process for response will also help you handle it as quickly as possible.

4. Outline how to stay compliant with the law

Details will vary from country to country, or even state to state, so consult your legal counsel. But at minimum your policy might touch on the following:

- **Copyright** isn't a no-brainer, so it's best to explain how to comply with copyright law on social media, especially when using third-party content.
- **Privacy** is key. Do all of your employees know how to handle customer information, for instance?
- **Confidentiality** refers to respecting your organization's internal information. Whether you have your people sign non-disclosure agreements or not, they should be aware of the ramifications of disclosing information on social media that the organization considers private.

5. Provide guidance on how employees behave on their personal social media accounts



According to Pew, only 32% of Americans report that their employer has a policy about how they present themselves online. (Although 51% have a policy about using social media at work—which your policy can also cover, if you like.)

Posting hate speech, threats of violence, harassment, or racial epithets on social media may violate the law, or your organization's code of ethics, or both. Regardless, employees should know that they will be held responsible for what they say.

Even when the posts in question aren't outright illegal, it might be interesting for your employees to think about how 17% of American workers admit they use social media to find out more about the people they work with. And they're more likely to find information on social media that lowers their opinion.

6. Encourage employees to participate appropriately in the conversation around your brand

Your social media team probably speaks your brand's voice in their sleep. And your official spokespeople are drilled to answer tough questions on the fly. But what about everyone else? How do they stay

accountable to your organization?

You may wish to advise your employees to post disclaimers stating their relationship with your organization, and that their opinions are their own. For instance, Adidas encourages employees to identify themselves and "make clear that you are speaking for yourself and not the Adidas Group."

Meanwhile, Walmart asks that employees avoid engaging in conversations about Walmart entirely. Of course, that doesn't apply to former employees



Contributed by:
Muntazir Haider

Muntazir is an entrepreneur, international consultant, trainer and a coach, with over 15+ years of corporate experience. A clientele spanning across the Asian and European region, Muntazir has assisted a number of brands grow from infancy to maturity, and beyond – as Marketing and Management consultant.

50 BEST TRENDING FUTURE SMALL BUSINESS IDEAS FOR 2020 TO 2030

This is the second and last series of the two series article taken from profitableventure.com



Compiled By

Ruqaiya Siddiqui - Fakhri,

These fields can be picked by our future youth according to our local needs and environment. It is good to know the very unique global trends of the future. However, before venturing into any business do not forget to do your own research!

17. Meat Grower

Using techniques that come out of stem cell technology, numerous groups of scientists have grown meat in the lab.

People for the Ethical Treatment of Animals (PETA) are behind the push for lab meat. In 2008, the group offered a \$1 million prize to the first group that can grow commercially viable amounts of chicken meat in a lab. New Harvest is a nonprofit founded by Jason Matheny in 2004 to do just that.

18. Nanomedic

This is the use of nanotechnology for the reparation of cells. A report commissioned by the British Government has suggested that nanotechnology would lead to subatomic medical treatments and hence, nanomedics.

19. Nanosatellite

This idea is about making things smaller than it was half a century ago. As satellites get smaller, the costs of launching them get lower. That's the major limiting factor. Nano satellites and the even-smaller picosatellites can be packed with all sorts of useful equipment that have business

applications.

20. Privacy Protection Firm

The use of smart phones connected to different grid of information has exposed our information to those who want to steal it. The need for data protection and reputation management is growing rapidly.

Right now, states are only now beginning to pass laws that require companies to have written security plans to prevent data breach. Beyond data, a cottage industry is developing in the field of reputation management.



21. Robotics Mechanics

The world robot population is growing rapidly. Many are industrial robots, but personal robotics is growing rapidly, with research robots doing dishes and ironing. Soldiers risk their lives trying to save bots on the battlefields. It will accelerate massively.

22. Space Hotel

This is a form of space tourism and it is targeted toward the upper echelon of our world. There are a number of companies working on space hotels.

At the forefront is Bigelow

Aerospace, which launched two prototypes of space hotels. Called Sundancer, the hotel is expected to have space for up to six people on a short-term basis. A Russian company called Orbital Technologies is also racing to have the first commercial space station.

23. Stem Cell Pharmacy

Even though it is promising, the political atmosphere concerning the issue is really charged. This concept is concerned with healing with cells moves medicine away from drugs. Stem cells are already used to model diseases and test new drugs, but as the technology advances, stems cells may actually push drugs aside.

Even now, stem cells are showing promise for degenerative diseases and regrowing cells after surgeries. Pharmacies full of drugs, however, could well be replaced with pharmacies of cells that are more natural and work better.

24. Vertical Farming

Single-story, high-tech greenhouses save significant amounts of water and increase productivity. So why not stack them up and makes cities self-sufficient? The idea for vertical farms came from an infectious disease ecologist, Dickson Despommier, who turned his knowledge of parasites into a way

of looking at cities.

25. Water Trading

Water is becoming scarce. It has been said that water is the oil of the 21st century. But humans don't need to drink a liter or two of oil every day. Early signs of coming conflicts over water are already apparent around the world.

If you don't know, Bottled water already a billion-dollar business.

26. Home Care for the Elderly

Due to the ever-aging population in the United States and other developing countries, there is an increasing demand for independent living by the elderly. And any businesses that can cater to this need by offering personal home care products and services to the elderly; with respect to physical therapy, grocery shopping, cooking, etc will be of great relevance for years to come.

27. Services for Retirees

It is expected that by the year 2020, 80% of workers born in North America will be older than 50; a statistic revealed by Entrepreneur magazine. This trend will open huge opportunities for businesses targeting adults that are over 50, who are looking to enjoy a blissful retirement. Such businesses include retirement real estate, retirement recreational services, nutritional counseling to help seniors look better, etc.

28. Mobile Marketing Consulting

Due to the ever-increasing number of people who surf the web using mobile devices like Smartphones and tablets, businesses are now realizing the need to adopt mobile marketing as a way of targeting prospects

that use mobile devices.

Since indicators are suggesting that mobile devices will continue to dominate for a long time (just as the need for mobile marketing), there's a huge opportunity for mobile marketing consultants.

16. Social Media Consulting

With the dramatic increase in the popularity of social networks like Facebook and Twitter, businesses are deeming it more necessary than ever to start using these platforms for reaching out to prospects. This has led to a huge demand for marketing consultants who advise businesses on how to promote and market their products and services on social networks; and this demand will keep increasing for as long as social media continues to remain relevant.

29. Outsourcing Agency

Due to the current state of the economy, businesses are looking for ways to cut down cost and streamline their operations. One way businesses are trying to achieve this is by outsourcing to freelance contractors what used to be in-house functions; such as human resources, accounting, and IT related tasks. If you can setup an outsourcing agency, you are in for huge profit potential.

30. Translating Services

Globalization in all the areas has actually created a tremendous demand for the translators. Without requiring any big investment in the upfront, you can simply start your business as a freelance translator. All you need is a sound knowledge in the languages you are going to deal with. Remember though, just being aware of the languages will not be sufficient to carry out an effective communication.

32. Web Designing

Small to large businesses have started to establish their online presence through websites. Creating a huge demand for web designers

So, if you are in the field of technology or completed your study in computer science, when it comes to choose among the best businesses to start right now, starting the web design and development company should be your ultimate choice.

33. SEO Firm

This is related to Web designing, as the demand for the good SEO services seems quite high. Every webmaster who holds a website want to be found by the search engines and people to increase their profit margin. You can even provide SEO services from your home. To survive the competition, make sure, your learning curve is not going to end at any time soon. Equip yourself with every new search engine updates and change your SEO tactics regularly.

34. Smartphone Repair Service

Today, everyone afford to get at least one smart phone in their hand. Luckily, there are no much smart phone repairing services are out there. As it opens a wide opportunity, without any doubt it would serve as a best small business to start now.

35. Accounting Firm

To start a small accounting firm, you won't need a strong economic and financial background. Your investments are just a professional degree and of course a practical accounting knowledge. Regardless of the nature of the business, everyone requires an accountant.

Interview *By Adeel Zeerak*

Outlook: Thank you very much for giving us an opportunity to take your interview for the Management Outlook. Please share your professional background & journey?

Abbas ul Hasaini: Mechanical Engineering runs like blood through my veins. I graduated from NED in 1993. Since then, I am practically on company paid vacations. I was crystal clear about my purpose of life, which is development and transfer of technology to my country. Luckily I not only got continuous opportunities towards my goal but also got excellent mentors who kept raising the bar and still pushing it. My initial six years of career were spent in Zelin, a technical heaven of that time, then I got another golden opportunity of Manager Automotive Development in Auvitronics Ltd, a House of Habib Company. The company was planning for transformation from Audio Cassette to Automotive parts manufacturing. Within a blink of an eye I realized that financial muscle of HOH, coupled with business opportunity of Indus Motor Company has made this company a perfect ground to fight the battle, I was waiting for. Right from the first part produced to current supplies of over 500 different assemblies to almost all major OEMs, speaks volumes of what Auvitronics as a team of professionals has achieved in last two decades. Gradually



ratcheting up to the ladder of ranks, almost five ago, I became the CEO.

By now, Technical Collaborations with several world renowned companies, cultural change and team building, remained the most difficult challenge. Onward from now, the most important challenge is to make the company ready for the unpredictable and quickly changing business world. To handle this task, I was recently sent to Harvard University from where I graduated as GMP.

Outlook: Give me one word that describes you the best.

Abbas ul Hasaini: CREATIVE. Creativity is about unleashing the potential of mind to conceive new ideas. You have to think against the norms. Eventually, it leads you to the innovative solution to specifically focused problems.

Outlook: What is your company's business philosophy (vision, mission & core values)?

Abbas ul Hasaini: I think, clarity about the reason of an organisation's existence, i.e PURPOSE, is the most important binding force which keep entire team focused and energised. In our case it's the manufacturing of products and parts NOT YET produced in Pakistan. Mission sets boundaries of arena, which for us is POLYMERS. Vision is a focused, well defined, time bound business target. In AVT, it is revised every three to five years. Finally, our business philosophy is simply to remain technically ahead of the curve and educate customers for the right quality criterion, beneficial for their business in long-term.

Outlook: What personality traits do you think make a good leader?

Abbas ul Hasaini: Most important trait was set by Hazrat Umar, i.e the one who performs like a leader, when he is team member and appears like a team

member when he is a leader.

Outlook: What is the best and the worst part of being a CEO?

Abbas ul Hasaini: Loneliness, when it appears as authority of decision making, makes the best part of testing your limits. The flip side is the worst in the form of burden of responsibility. It can easily keep you awake at nights.

Outlook: What do you look for when you recruit new candidates? Any three characteristics that are mandatory!

Abbas ul Hasaini: Eagerness of making things happen.

Readiness for both learning and de-learning.

Practicality.

Outlook: Retention of key people is one of the biggest challenges?

How do you retain the top talent of the company?

Abbas ul Hasaini: Overall Habib group, so as Auvitronics is known for the long-term association, mainly because of the training and the job security we provide. Mostly, our trained staff members are handpicked by the new comers or other established organisations, which is why it becomes extremely difficult to retain them. However, we know that the time has changed as people belonging to the newer generation are also not willing to work for more than 3 to 5 years at one place. On the other hand,

automation in manufacturing (Industry 4.0), Augmented Reality (AR) based technical support and Artificial Intelligence (AI) based ERP, are also heading towards blackout factories. Finance and other management functions are going towards major overhauling. We are bracing for the same.

Most important thing is to divide the organisation into unique knowledge requiring centres and human intelligentsia-based positions. Artificial Intelligence AI is the key. At AVT, all relevant information is under transfer to easily archivable knowledge centres. This will preserve



required knowledge within the organisation. Skill development from zero base is also possible using strong training exercises and connection with experts around the world through AR. Human intelligentsia-based positions needs common sense, more than long term association.

I know, most of the HR guys will disagree, but one thing is sure that millennials are here. Retention is like the luxury of OIL which soon will disappear. Mankind has to learn how to live without oil. However, there is no one key for all the doors. Every company has to find his own key.

Outlook: Any accomplishment that you consider momentous in your career so far?

Abbas ul Hasaini: First Technical Assistance agreement with Cubic Japan. Successful completion of this project and achieving financial viability at low volumes due to more than 50% of the equipment was designed and fabricated locally. This established a very good reputation for Auvitronics, as an extremely competent team of professionals, amongst Toyota and its suppliers. In turn, this sparked several Technical Assistance Agreements for Auvitronics in the same fashion from the other world renowned companies.

Outlook: When it's all over, how do you want to be remembered?

Abbas ul Hasaini: Complication

simplifier.

Outlook: Any message that you want to give to the younger generation?

Abbas ul Hasaini: Its unrealistic to imagine that success will come in the first attempt. Success comes always through several failures. Therefore, fail faster to succeed early. The only important thing is to learn from the failures before making the new attempt. Also set your scale of experiment within affordable limits.

World Health Organization (WHO) advice for the public

Basic protective measures against the new Coronavirus

Wash your hands frequently

Wash your hands frequently with soap and water or use an alcohol-based hand rub if your hands are not visibly dirty.

Why? Washing your hands with soap and water or using alcohol-based hand rub eliminates the virus if it is on your hands.

Practice respiratory hygiene

When coughing and sneezing, cover mouth and nose with flexed elbow or tissue – discard tissue immediately into a closed bin and clean your hands with alcohol-based hand rub or soap and water.

Why? Covering your mouth and nose when coughing and sneezing prevent the spread of germs and viruses. If you sneeze or cough into your hands, you may contaminate objects or people that you touch.

Maintain social distancing

Maintain at least 1 metre (3 feet) distance between yourself and other people, particularly those who are coughing, sneezing and have a fever.

Why? When someone who is infected with a respiratory disease, like 2019-nCoV, coughs or sneezes they project small droplets containing the virus. If you are too close, you can breathe in the virus.

Avoid touching eyes, nose and mouth

Why? Hands touch many surfaces which can be contaminated with the virus. If you



touch your eyes, nose or mouth with your contaminated hands, you can transfer the virus from the surface to yourself.

If you have fever, cough and difficulty breathing, seek medical care early

Tell your health care provider if you have traveled in an area in China where 2019-nCoV has been reported, or if you have been in close contact with someone with who has traveled from China and has respiratory symptoms.

Why? Whenever you have fever, cough and difficulty breathing it's important to seek medical attention promptly as this may be due to a respiratory infection or other serious condition. Respiratory symptoms with fever can have a range of causes, and depending on your personal travel history and circumstances, 2019-nCoV could be one of them.

If you have mild respiratory symptoms and no travel history to or within China

If you have mild

respiratory symptoms and no travel history to or within China, carefully practice basic respiratory and hand hygiene and stay home until you are recovered, if possible.

As a general precaution, practice general hygiene measures when visiting live animal markets, wet markets or animal product markets

Ensure regular hand washing with soap and potable water after touching animals and animal products; avoid touching eyes, nose or mouth with hands; and avoid contact with sick animals or spoiled animal products. Strictly avoid any contact with other animals in the market (e.g., stray cats and dogs, rodents, birds, bats). Avoid contact with potentially contaminated animal waste or fluids on the soil or structures of shops and market facilities.

Avoid consumption of raw or undercooked animal products

Handle raw meat, milk or animal organs with care, to avoid cross-contamination with uncooked foods, as per good food safety practices.



MANAGEMENT AND BUSINESS QUIZ

Compiled by Research Department PIM

1

What psychological methodology does NLP stand for?

2

David McLelland's motivational theory identified three principal motivational needs which he said each of us possesses to varying degrees, and which characterise our motivational behaviour; what are these three motivational needs?

3

Which organisation produces the UK's ABC1C2 (etc) Social Grade Classifications Statistics?

4

What does the selling acronym AIDA stand for?

5

Who developed the 'Equity Theory' of job motivation in the 1960's?

6

What does the financial abbreviation P&L stand for?

7

Who developed the ten stages of corporate life cycle, starting with Courtship and Infancy and ending in Bureaucracy and Death?

8

In selling and communications, what do 'open questions' generally achieve?

9

The Ansoff matrix correlates what two aspects of business development from the 'new' and 'existing' perspectives?

10

Albert Mehrabian researched and published a now widely referenced set of statistics for the effectiveness of spoken communications relating to feelings and attitudes; what three types of communication did he identify and what percentages for each did he attach to each type in terms of the percentage of meaning (or understanding) that each communication type conveyed from person to person in his study?

11

In business accounts and financial reporting, expenses which change according to scale of performance or usage or demand are known as what?

12

What is the name of Ingham and Luft's model and theory which deals with hidden and open areas of knowledge about a person?

13

The '360 degree' appraisal method collects feedback from whom, about whom?

14

What are the four levels of learning evaluation defined in Donald Kirkpatrick's original four-stage model?

EASILY CONFUSED OR MISUSED WORDS

Compiled by Research Department PIM

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

1. What is the difference between Barn and Burn?

1. Barn :

(1) Simple building for storing hay or grain or any farm products
A farmer stores his crops in a barn.

(2) Any unattractive large building
They live in that barn of a house.

Burn :(verb)

(1) Destroy, damage, injure someone / something by fire, heat or acid.
The house was burnt to the ground.

All his belongings were burnt in the fire.

(2) Make a hole or mark by burning.
The cigarette burnt a hole in the carpet.

(3) Use something as fuel.
Do you burn coal as well as wood on this fire?

(4) Be killed by fire.
Ten persons were burnt to death in the hotel fire.

(5) Be able to catch fire easily.
Paper burns easily

(6) Be full of strong emotions.
He was burning with rage.

(7) Want to do something very much.
He was burning to avenge the death of his father.

Burn :(noun)

(1) Injury or mark caused by fire or heat or acid
He died of the burns he received in the fire.

(2) Small stream
We cannot fish in the burn flowing behind the temple.

2. What is the difference between Basal and Vassal and Vessel?

Basal :

(1) Fundamental – pertaining to the base
Let me know the basal rights guaranteed to the citizens under the constitution.

Vassal :

(1) Person or nation dependent on another
Pakistan is not a vassal state.

Vessel :

(1) A ship or a large boat
I have seen many ocean-going vessels.

(2) Any hollow container for holding liquids
There are few vessels full of diesel.

(3) Tube-like structure in the body of an animal or a plant conveying or holding blood or other fluids
Tell me something about blood vessels.

3. What is the difference between Base and Basis?

Base :(noun)

(1) Lowest part of something
Where was the base of the pillar?

(2) Starting point – underlying principle
Saira used her family's history as a base for her novel. His arguments had a sound economic base.

Base :(adjective)

(1) Dishonorable – despicable
He was acting from base motives.

(2) Not pure
It is a base coin.

(3) Low in value
We do not use base metals.

Base :(verb)

(1) Use something as grounds, evidence for something else
My novel is based on historical facts.

Direct Taxation is usually based on income.

(2) Provide someone with a base or center to work

Where are you based now?

I am based at New York.

Most of our staff is based in Karachi.

Basis :

(1) Foundation – main principle that underlies something
Her arguments have a firm basis.

Rates of work are calculated on a weekly basis.

(2) Starting point for a discussion
No basis for negotiation has been agreed upon.

This agenda will form the basis of our next meeting.

4. What is the difference between Bask and Busk?

Bask :

(1) Sit or lie enjoying the warmth

Let us bask in the sunshine.

She is basking in his favour.

Busk :

(1) Entertain people in a public place for money

He earns his living by busking.

They busk around the city for making money.

6. What is the difference between Bass and Bus?

Bass :

(1) A man with lowest male voice
Is he a bass or a baritone?

(2) Singer with such a voice

He is a very find bass.

(3) Any of several fresh water or sea fish

They caught ten basses.

Bus :

(1) Large vehicle carrying passengers between stopping places along a fixed route

Shall we walk or go by bus?

There is no bus to your native after 11pm.

7. What is the difference between Bast and Baste?

Bast :

(1) Fibre from the inner bark of certain trees used for tying or weaving baskets or mats and so on

Do you know how to use the bast?

Baste :

(1) Sew pieces of material together with long temporary stitches

Pour oil or butter over something to keep it moist

during cooking

8. What is the difference between Bastard and Bustard?

Bastard :

(1) Illegitimate child

He is a bastard child.

(2) Ruthless or cruel person

He is a real bastard leaving his young wife in that way

(3) Thing that causes pain, difficulty and so on

Your head-aches are a real bastard.

(4) Not genuine or authentic, showing and odd mixture

He writes in a bastard style.

Bustard :

(1) Large land bird that can run very fast

I have never seen a bustard.

9. What is the difference between Bath and Bathe?

Bath : (noun)

(1) Washing of the whole body especially while sitting or lying in water

I take a hot bath every morning.

(2) Large oblong container for water in which a person sits to have a bath

Please run a bath for me.

Please fill the bath with fresh water.

(3) Water placed in the container ready for use

The bath is full of dust.

(4) An indoor public swimming pool

Let us go to the heated swimming-baths.

Bath : (verb)

(1) Give a bath to someone / something

Have you bathed the baby?

(2) Take a bath

I bath every night.

Bathe :

(1) Apply water to something / soak in water

The Doctor told her to bathe her eyes twice a day.

The nurse bathed the wound.

(2) Go swimming in the river or a lake for enjoyment

On hot days, we often bathe in the river.

Bathe : (noun)

(1) Action of swimming in the river

It is a sunny day. Let us go for a bathe.

10 What is the difference between Bathos and Pathos?

Bathos :

(1) Sudden change in writing or speech from what is deeply moving or important to what is foolish or trivial – anticlimax

His writings are almost always full of bathos.

Pathos :

(1) Quality especially in speech, writing, acting, etc... that causes a feeling of pity or sadness

They have eyes full of pathos.

That was a scene of real pathos.

11. What is the difference between Batik and Boutique?

Batik :

(1) Method of printing coloured designs on cloth by waxing the parts that are not to be dyed

This artist is good at making batik.

(2) Material dyed in this way

He bought a batik dress.

Boutique :

(1) Small shop selling cloths and other articles of the latest fashion

My boutique runs well.

This boutique was opened recently.

PIM ORGANIZED AN AWARENESS SESSION ON DIALOGUE FOR COMPLIANCE FOR THE TEXTILE INDUSTRY

By Hammad Rashid
Member PIM Consulting Team

Dialogue for Compliance (DFC) is a methodology for continuous sustainable improvement in productivity and labor standards. According to Pakistan Economic Survey 2018-19 and as analyzed by Gallup Pakistan in 2018-2019, Pakistan's largest export industry is the textile industry. Hosiery and ready made garments sectors only contribute 544 billion PKR (3.47 billion USD) in total trade. Although textile sector of Pakistan has always been the most important sector but it has its own problems like low productivity, unskilled labor, low quality standards, child labor, wages problem and vulnerable health and safety issues. Despite these issues, exports from Pakistan are overwhelming from the textile sector (1,169 billion PKR).

German Government through GIZ (a German technical assistance government organization) has been working for textile sector in Pakistan for the last 3 years with a focus on

Punjab region. The textile sector organizations that went through the DFC process of consulting with GIZ gained benefits in multiple areas of their operations. Now GIZ, in collaboration with PIM and other partner organizations has started the DFC project in Karachi for textile and related industries for improving their productivity and performance. In this regard, PIM Karachi has organized an session on February 17, 2020 for the textile companies and textile sector associations to create a w a r e n e s s o n D F C methodology.

During the session, PIM and GIZ experts explained that DFC is a methodology which has multiple objectives like high productivity, business growth, improved product quality, per unit cost reduction, improved efficiency, export oriented approach, less waste and water management. They also highlighted that DFC is based on process consulting in which the consultant

organization formulates different teams in the client organization from all levels and give them a chance to highlight the problems of their respected departments. The consultant work on the capacity building of the teams so that they are able to give better solutions for the problem that they identified.

The session was concluded on the note that increased productivity and less rejections simply mean increased profitability and revenues. Top management of any organization is more than willing to share the benefits with its workforce that further brings happiness and job satisfaction in the lives of workforce and they appear more dedicated, committed and composed in terms to serve the said organization. This approach gives workers confidence, ownership and creates a positive culture in the organization which helps in achieving departmental and organizational goals.



Pakistan Management Excellence Award

Pakistan Management Excellence Award (PMEA) is an initiative of Pakistan Institute of Management (PIM) working under the administrative control of the Ministry of Industries & Production, Government of Pakistan. Instituted, under the patronage of the President of Pakistan, PMEA program will provide an international benchmark to organizations in all verticals, both public and private.

Pakistan is at the cross-roads of major economic development with the Government spearheading major reforms to promote foreign direct investment, trade, SMEs' performance and enhance the external image of the country. With the dismantling of trade barriers and impending international competitiveness, there is an urgent need in Pakistan to enhance national productivity, efficiency, innovation, and effectiveness at both the state-run and private sector enterprises, in order to gain the competitive edge. PMEA is the change catalyst which will help Pakistan shine.



PMEA is structured around the Business Excellence models, ISO standards and international Best Practices and will provide a National Benchmark, which will facilitate organizational excellence via incremental improvement focused on PEOPLE, CUSTOMER EXCELLENCE and INNOVATION. This is the first such program of its kind in Pakistan. For additional details please visit www.pmea.com.pk.

PMEA will elevate organizational performance and excellence in Pakistan and enhance our international competitiveness, investments, image, exports and economic indicators.

PMEA launch ceremony was held on 21st January 2020 at PIM in Karachi, hosted by PMEA

Governing Body Chairman, Mr. Aamer Niazi and PIM Executive Director, Mr. Abid Hussain. Guest of Honour was President Federation of Pakistan Chambers of Commerce and Industry (FPCCI) Main Anjum Nisar.

PMEA Governing Body Chairman Mr. Aamer Niazi welcomed the launch attendees and stated, "PMEA will provide an international benchmark to organizations in all verticals, both in public and private sectors."

Speaking on the launch occasion, Mr. Abid Hussain said, "PMEA is the need of the hour for Pakistani organizations, as it will propel their growth and elevate our standards."

Mr. Zillay Nawab, PMEA Director elaborated on the details stating that "PMEA is open to all organizations in Pakistan. It is not just about winning the award, it is about continuous improvement. Excellence has no finishing line, it the journey itself which delivers benefits."



PMEA Lahore Event

Following the successful launch of the PMEA program in Karachi, a series of awareness sessions were planned in all major cities of Pakistan. Lahore was the first stop where an impressive PMEA Unveiling ceremony was held on 27th February 2020.

The occasion was graced by leading businessmen, Government officials, academics, consultants, trainers and other interested parties, who showed great interest in the PMEA program and actively participated in the Q & A session.

The program commenced with the recitation from the Holy Quran followed by the National

Anthem. Mr. Abid Hussain PIM Executive Director welcomed the guests and gave an overview of the PMEA program.

Guest speaker Mr. Mike Litman delivered a talk on, "Business Excellence and International best practices," followed by Dr. Hussnain Javed's thought provoking presentation on, "Industry 4.0."

Mr. Muzzamil Sultan former President of Faisalabad Chamber of Commerce shared his perspective on how PMEA can facilitate the working of local organizations and elaborated on the challenges faced, therein.

Mr. Ahmed Hasnain, CEO Allied

Marketing elaborated on his organizational and personal experience, giving valuable tips to the audience.

Mr. Kashif Mehar, CEO Model Steel traced his organizational and personal evolution in an entertaining style which was greatly appreciated.

Mr. Zillay A. Nawab presented PMEA program details followed by Mr. Ahmed Dabbgh's closing remarks on spirituality and its linkage to excellence.

At the end of a truly impressive ceremony, the guests were served lunch in the PIM outdoor garden, complete with a rustic Mediterranean theme.

Restaurant Review

Review by Asiyeh Kashany

KANTEEN

Khaadi has partnered with Desi Gali and has come up with "Kanteen". A contemporary diner mainly serving desi food with a twist. Its nestled inside the Khaadi outlet at Clifton. Be ready to take a tour of Khaadi and don't forget to stash few extra bucks for shopping there, while you wait for 20 to 40 mins to be seated at the eatery. The interiors & ambiance shouts out Khaadi ... obviously! There are quite a few options to choose from. We were three for dinner, got bhindi chaat, tawa chicken wrapped in romali roti, trio bun kabab, disco kakra, lassi & khatta meetha mojito. Bhindi/okra chaat, is something I would go back for only if they picked the okras well - some were really fibrous & hard. Tawa

chicken was a well presented serving adorned with lemon slices & chilies with just the right amount of spice mix. It hit the right spot & one couldn't help but say "uhmm". So far so good.

Now the chicken wrapped in romali roti was something that I did not understand. The roti was soaked in oil from the chicken that was wrapped in it making it a tad heavy to finish the serving. (hate wasting food).

Bun kabab lovers must try Bun Kabab Trio. One must try all three (aloo, daal & chapli). It's a good ole' desi bun kabab (sans coleslaw, for a change)

I love nachos, so had to try their desi twist version of the famous "Disco Kakra"... no doubt a very innovative idea. We should have

gone for the non-veg option as the beef had a whiff that kind of put me off it. If you are not particular then you'll love it! We will definitely try the non-veg nachos next time.

The lassi is good & khatta meetha mojito is quite refreshing. Had to skip dessert as we had already hogged a lot and had no room for more. Overall a good experience, but do go there hungry to enjoy everything to the fullest! Happy Eating!

Page 13 Quiz Answers:

1. Neuro-Linguistic Programming
2. Achievement, authority, affiliation
3. NRS Limited
4. Attention, Interest, desire, action
5. J Stacey Adams
6. Profit and loss
7. Dr. Ichak Adizes
8. Gather information, improve understanding, build rapport, etc.
9. Products and markets
10. 7% spoken words, 38% way it is said, 55% facial expression
11. Variable costs
12. Johari Window
13. Subordinates, peers, managers, etc.
14. Enjoyment, transfer of learning, application of learning, effect of application



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PIM Course Schedule

April & June 2020

KARACHI

Apr 06 - 08	FINANCIAL ANALYSIS: CONCEPTS AND TECHNIQUES
Apr 06 - 08	PLANNING & SCHEDULING WITH PRIMAVERA P6 V18.8
Apr 13 - 14	STRATEGY IMPLEMENTATION
Apr 13 - 15	HUMAN RESOURCES MANAGEMENT
Apr 20 - 21	HOW DO EFFECTIVE MANAGERS ORGANIZE THEMSELVES
Apr 20 - 21	COMPETENCY BASED INTERVIEWING SKILLS
Jun 02 - 03	DESIGN THINKING FOR INNOVATION
Jun 08 - 09	CREATING ORGANIZATIONAL EXCELLENCE
Jun 08 - 09	DASHBOARD REPORTING & ADVANCED DATA ANALYSIS WITH MS EXCEL
Jun 15 - 16	SUPPLY CHAIN MANAGEMENT
Jun 15 - 16	DEVELOPING MANAGERIAL COMPETENCIES
Jun 15 - 16	MIND OPENERS FOR MANAGERS
Jun 22 - 23	INFORMATION SECURITY
Jun 24	HOW TO CONDUCT EFFECTIVE MEETINGS
Jun 29 - Jul 1	EFFECTIVE COMMUNICATION SKILLS
Jun 29 - Jul 1	PRINCIPLES OF GOOD MANAGEMENT
Jun 29 - Jul 1	MANAGING LEARNING & DEVELOPMENT FUNCTION: TNA to ROTI

LAHORE

Mar 30 - Apr 1	ADVANCED MS OFFICE
Mar 30 - Apr 1	EFFECTIVE COMMUNICATION SKILLS
Apr 06 - 07	SKILLS IN ADMINISTRATION
Apr 06 - 07	INDUSTRIAL RELATIONS MANAGEMENT, POLICY & PERSPECTIVE
Apr 13	TAKING OWNERSHIP
Apr 13 - 14	FUNDRAISING AND OPERATIONAL MANAGEMENT IN DEVELOPMENT SECTOR
Apr 20 - 21	DEVELOPING EMPLOYEE PERFORMANCE MEASUREMENT AND KPI'S SYSTEM
Apr 21 - 22	PROJECT MONITORING, EVALUATION & CONTROL
Jun 01 - 03	FINANCIAL ANALYSIS: CONCEPTS AND TECHNIQUES
Jun 08 - 10	TRAINING TECHNIQUES FOR TRAINERS
Jun 11 - 12	SKILLS IN SUPERVISION
Jun 16 - 17	STRATEGIC HUMAN RESOURCE MANAGEMENT
Jun 18 - 19	CONTRACT MANAGEMENT
Jun 19 - 20	MEDIA AND PR MANAGEMENT
Jun 22 - 23	TRADE DYNAMICS AND IMPORT EXPORT MANAGEMENT
Jun 22 - 24	SKILLS IN GOAL SETTING AND WORK PLANNING
Jun 29 - 30	STRATEGY IMPLEMENTATION
Jun 29 - 30	HOW DO EFFECTIVE MANAGERS ORGANIZE THEMSELVES

ISLAMABAD

Apr 06 - 07	EFFECTIVE SALES FORCE MANAGEMENT
Apr 06 - 07	STRESS MANAGEMENT
Apr 07 - 08	WORK PLACE DIVERSITY
Apr 13 - 14	THE POWER OF POSITIVE THINKING
Apr 20 - 21	ANGER MANAGEMENT
Jun 01 - 03	EFFECTIVE LETTERS, REPORTS AND PRESENTATIONS
Jun 08 - 09	TALENT MANAGEMENT
Jun 08 - 09	INVENTORY MANAGEMENT
Jun 15 - 16	HALAL FOOD MANAGEMENT
Jun 18 - 19	MANAGING MULTIPLE PROJECTS EFFECTIVELY
Jun 22 - 23	MANAGERIAL TRANSITION: FROM OPERATIONAL MANAGER TO STRATEGIC THINKER
Jun 22 - 23	UNDERSTANDING PPRA RULES
Jun 29 - 30	HANDLING DIFFICULT PEOPLE
Jun 29 - Jul 2	MANAGEMENT COURSE FOR JUNIOR EXECUTIVES

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PIM Upcoming Certification and Diploma Programs

Diploma in Human Resource Management at Karachi

Starting: Apr 02, 2020 **Duration:** 4 Months
Day: Tue. & Thu. **Timings:** 6pm to 9pm

Professional Business English Program at Karachi

Starting: Apr 02, 2020 **Duration:** 3 Months
Day: Tue. & Thu. **Timings:** 6pm to 9pm

Certified MS Office Professional Program at Karachi

Starting: Apr 02, 2020 **Duration:** 3 Months
Day: Tue. & Thu. **Timings:** 6pm to 9pm

Diploma in International Trade Management: Import Export Procedures with Documentation at Karachi

Starting: Apr 04, 2020 **Duration:** 3 Months
Day: Saturday **Timings:** 3pm to 9pm

Diploma in Employment Laws at Karachi

Starting: Apr 04, 2020 **Duration:** 3 Months
Day: Saturday **Timings:** 3pm to 9pm

CSCP Study Group at Karachi

Starting: Apr 6, 2020 **Duration:** 5 Months
Day: Tue & Thu **Timings:** 6pm to 9pm

Diploma in Project Management at Karachi

Starting: Apr 08, 2020 **Duration:** 4 Months
Day: Mon. & Wed. **Timings:** 6pm to 9pm

Diploma in Administrative Skills at Karachi

Starting: Apr 08, 2020 **Duration:** 4 Months
Day: Mon. & Wed. **Timings:** 6pm to 9pm

Diploma in Supply Chain Management at Karachi

Starting: Apr 10, 2020 **Duration:** 4 Months
Day: Wed. & Fri. **Timings:** 5pm to 9pm

Diploma in Quality in Healthcare, Clinical Governance & SHCC Standards at Karachi

Starting: Apr 11, 2020 **Duration:** 4 Months
Day: Saturday **Timings:** 2pm to 8pm

Chinese Language – Level 01 & 02 at Karachi

Starting: Apr 11, 2020 **Duration:** 3 Months
Day: Saturday **Timings:** 3pm to 6pm
Sunday 10am to 1pm

Diploma in Event Management and Interior Designing at Karachi

Starting: Apr 11, 2020 **Duration:** 3 Months
Day: Saturday **Timings:** 3pm to 9pm

Diploma in Corporate Communication at Karachi

Starting: Apr 11, 2020 **Duration:** 3 Months
Day: Saturday **Timings:** 3pm to 9pm