



Editor : Seerat Fatima

Design by: Asad Ijaz Awan

Photography by: Khalid / Rizwan

Rs.100/-



**N-IRM**  
NRSP-Institute of  
Rural Management

www.irm.edu.pk

# HRD COMMUNIQUE<sup>É</sup>

## newsletter

### Editor's Note

#### *Dear Readers!*

Welcome to the last edition of HRD Communiqué for the year 2011. What's more better to close the year with a resonance of quality... so here you hold HRD Communiqué with theme "Quality Wins". This subject would be astonishingly boring if it were not so interesting. While organizations may have many objectives and agendas, achieving high quality services at lowest possible cost is at the heart of today's organizational reforms.

In this edition you will have an exclusive interview with Wali Zahid, glimpses of strategic meeting. Apart from our regular features of Newsfeed and Humor we will share updates of Summer Internship 2011,

Reunion of Women Leaders & first trainer's JAM in Malaysia & Thailand.

Our recent institutional reforms are a major reason for the adoption of results-based management, to which IRM is committed; in this regard insights of IRM's strategic meeting will be shared with our readers.

Many organizations face common challenges when it comes to achieving stability, quality and high levels of performance. Organizations develop the structures, systems, policies, work practices, and leadership styles that become accepted and are standardized over the time. However, in the longer term, these same patterns lead to rigidity, lack of innovation, and gradual distancing from the needs of the marketplace and the expectations of consumers. Unless new ways of thinking,

working, structures and cultures to support these changes are developed by organizations; performance and quality may well deteriorate. After all profitability and quality are two flips of a same coin.

HRD Communiqué Team wish you Happy Reading

&

Happy Eid ul Azzah!

&

Happy New Year!

### Contents

<b>An Interview with</b> CEO Skill City Wali Zahid .....	2
<b>Events</b> Alumni Reunion of Women Leaders .....	5
<b>News Feed</b> .....	8
<b>Practices</b> A Thematic Workshop .....	10

# An Interview

## with the Wali Zahid

**Usually I ask "tell us about yourself" but in your case I would say "Sir, what's the latest that we don't know yet?"**

- I have recently been appointed in the Panel of Assessors in PMQA (Prime Minister's Quality Award, Pakistan) which has been launched this year. The award will be given to those organizations who stand at top in quality and management practices etc.(for details visit [www.npo.gov.pk](http://www.npo.gov.pk))

- I have recently been associated with ISO 26000. This ISO standard is quite new as it has been introduced last November and deals with Social Responsibility. Perhaps I am amongst the first 100 people in Asia to receive its training and accreditation. First, I attended the multi-country training through video conferencing from Japan this May and topped in the Pakistan group. Asian Productivity Organisation Japan invited toppers from each Asian country to Taiwan for further 1 week face to face training. So you can say that recently I am quite 'in' with quality and allied management processes and areas.

**HC: ISO 26000? Wow! Most of us would have never heard of it and you are already there... I am happy that HRD Communiqué is the first-ever publication to capture your endeavors in Quality and Social Responsibility.**

**HC: Being in this position you must have been**

**delivering quality throughout your career. How did you take the pressure of delivering quality performance at deadlines?**

I was very very lucky in that even at my internship days in Dawn Karachi I was grilled and rigorously trained by my mentor, Abdul Ahad. He had a nasty



reputation of being very task-oriented and didn't accept any margin of error. He expected the editing tasks to be done there and then and definitely with Dawn quality. It was pure chance that I was trained in both quality and deadline early in my career. I think that training alone carved the path of my life for future years and success!

**HC: Since you have been very close to high ranking executives, professionals and opinion makers, what**

**part do you think they generally overlook while addressing quality issues at workplace?**

Many Pakistani CEOs with Harvard and London Business School MBA degrees attend my workshop called 'Leadership for CEOs'. What I see commonly missing in them is the 'ambition': they don't have the scale ambition. By scale here I mean

they don't want to go beyond a certain level of success. They are quite happy to be Pakistan's No.1 for instance. But why not Asia's No.1 or World's No.1? I visited Taiwan recently. It's a very small country but they are No.1 in so many segments i.e. they are HTC makers (the smart phones), Acer maker and have TSMC (the company we visited), which is the world's largest chip maker. This appetite for global scale is missing in our executives.

## **HC: To achieve quality in organizations the employees should be well versed with the product offered. How much employee training is important and how much is it on the agenda of Pakistani companies?**

Training is an ongoing trend in Pakistan; there is no denying it. Employers are providing sufficient training opportunities to their people in Pakistan as well as in the region. However, what I worry is the quality of the training imparted. Many successful training firms which even enjoy the client confidence are not world class and their offering is far from what we may call the skill training. For example, some firms have the reputation of selling high-energy activities and physical exercises in the name of training. We believe that participants have to leave the training hall energized, but that may not be necessary because people at the end of the day may not acquire that particular skill set or attitudinal change which was the original objective of the training. What our most training providers are missing is that they are not simulating the real-life work environment in the training room. Hence, lack of efficacy and training applicability in the workplace. Going back to your question, I think that provision is not as much an issue as what employees are getting: is there value for money or not?

## **HC: How do you see the indicators of quality in training?**

We need to go back to the learning outcomes. For example, if you have

**What Pakistani executives miss mostly is scale...usually they don't think beyond alimited horizon.For instance, they are quite happy to be Pakistan's No.1. Why not world's No. 1?**

three learning outcomes from one-day training you need to look back whether you have achieved those. Whether it was behavior modification, or a new skill set

that people have gained. These indicators manifested from people's training output not only during the classroom but also can be reviewed from, say, three months down the lane at work. You can go to workplaces to see how your trained people are doing. However, one caveat: training quality alone won't determine the achievement of learning outcomes; it's the learner's determination/ willingness/ interest too that matter. The learner readiness is what I address in Wali's Will-Skill Readiness Matrix. You need both (they go hand in hand) the learners willingness and training quality to succeed in the business.

Wali is an international consultant, speaker, trainer and executive coach and CEO of Skill City, a learning and coaching firm. He has lived many lives and wore several hats throughout his 27-year career. He was trained as a journalist and spent 7/8 years in mainstream print media but after becoming the editor of The News (in 1991 in Lahore) at a very young age, he considered his media life over. Although he did work for BBC World Service in London later! He then entered into teaching and training.



Since then, with the insight of original Western management thinkers, Wali has trained and coached thousands of managers and business leaders in the past 20 years from most Fortune-500 companies. His leadership and Train the Trainer workshops have been crowd pullers. Wali's branded workshops include 'Leadership for CEOs', 'Women in Leadership', 'Leadership Derailment' and 'Train the Trainer'.

A lifelong learner, Wali has received training and education in America, Canada, UK, Germany, Austria and Singapore. He is an accredited leadership trainer from Team Management Systems, Australia and certified by Asian Productivity Organisation Japan in ISO 26000 Social Responsibility from Taiwan. He has also taught pioneering courses at MBA level in Pakistan's premier business schools like IBA Karachi, SZABIST, Dow and CBM.



**HC: When there is a feeling that training quality could be compromised, what's the best option to respond? Have you been in such a situation?**

In HRD scenario, quality compromise can happen for multiple reasons: insufficient lead time, unclear expectations from client, training



provider's personal circumstances (you are going through a difficult phase personally) or when the participants are forced to attend your training, the quality is compromised. You can always pre-tell and if possible, manage the unrealistic expectations. However, an experienced quality person with a high skill level and exposure can do customization even on a week's notice as compared to a low-skill individual who may need a month's time.

I try to avoid being trapped in such situations as I agree contents and deliverables with clients months ahead of training. However, there have been occasions where I under-delivered the outcomes. On those occasions, I would offer money back.

**HC: What's more important? Quality or articulation?**

Articulation has always been in great demand even, and in contemporary business environment if you don't have sufficient articulation in spite of a good quality product, customers might go to those providers which have better articulation but perhaps not the right product. Articulation has become critically important, particularly for today's decision makers. These executives have very little time in making the decision whether to buy or not to buy. They also have very low attention span. Like customers, trainees' attention span too is very low now. So you better be articulate. Or, exit the game!

**HC: Role of social media for improving quality?**

The developed world is there, but for developing countries, it's still a far cry. It helps maintaining the quality by improving connectivity. In organizational growth, the connecting part is vital! Organizations need to connect with its employees, customers, suppliers and other stakeholders at all possible levels. As you can see, what used to be a newsletter in the past is now a Facebook page. Web 2.0 and Web 3.0 are changing the ways we interact with each other – not just socially but also business-wise. Your stakeholders connect with you, leave their concerns and comments with you to deal with, suggest new product and service ideas. Social media is becoming as much a critical requirement as was a newsletter, press conference or media coverage 20 years ago!

**HC: Any opinion about training or quality of IRM as an institute?**

First, what I have liked about IRM is your offering: you are going beyond your limited means and you are thinking of making the difference at bigger scale, and you want to impact the lives of many. Secondly, I think IRM's training programmes are well conceived, well planned and well executed. Another plus is that you try to involve many diverse stakeholders, e.g. academia, media, embassies, international NGOs and of course the RSP Network, I think there is multi stakeholder engagement. And you publicize it well!

HC: Wow! These are many points which make IRM likeable!

**HC: What will be the recipe for quality for someone like IRM as a training provider?**

If I have to make one, then creating a portfolio mix is your first ingredient, which will take major part. Second is branding and marketing; process of communication with stakeholders will be third and a good teamwork to season it all. One man with good leadership skills can only create a thrust, but at the end a good team makes it sustainable.

**HC: Any percentages?**

In terms of percentages I would perhaps give 40% to portfolio mix, 30% to branding and marketing, and 15 per cent each to communication and teamwork.

HC: Thank you, Wali  
Pleasure!

# Events

H R D C O M M U N I Q U E

## WOMEN Leaders Reunion

N-IRM had a forum “**Opportunities and Challenges for Women Leaders**” on July 2, 2011 at the occasion of Alumni Reunion of its women Leadership Programmes. **Mr. Roomi S. Hayat** CEO N-IRM welcomed the guest speakers and forum participants. Later he explained that N-IRM trained 150 mid level women



professionals in seven batches in four years. The year long leadership programmes groomed women personally and professionally in accordance with their sociocultural environment.

**Ms. Samar Minallah**, from NUST opened up the discussion and said that it's high time that we recognize the importance of educating more and more women professionals in leadership

programmes. **Ms. Christine Muller** from KWARC talked about contemporary issues and reversing current trend of marginalization of professional women's access to decision making.

**Ms. Gulcheen Aqil** (GIZ) from *Trocaire Ireland*, applauded the efforts of N-IRM in conducting Women's Leadership Programme. **Mr. Kashif Khan**, Iqra University, Islamabad added that 'I have had a close look at the contents of this programme and I am happy to know that the programme offered is at par with any leadership programmes offered throughout the Asian Region'. **Ms. Kira Zaporski** (US Embassy) commented that its need of time to overhaul the focus and approach of organizations towards the growth of their women employees. **Dr.**



**Sania Nishter**, founder and president of *Heartfile* (health policy voice in Pakistan) said that it will not be an exaggeration to say that we require need based training programmes specifically designed for professional women like this to reshape the organizational hierarchies. **Ms. Erum Wali Khan** thanked the guest speakers



and moderated the Q&A session between panel and graduates.

The graduates were deeply inspired by the panel discussion and gained insight to some of the most critical issues faced in contemporary work environment. The participants latter attended the day long Team Building session in Dunga galli.

**By Maria Qibtia**



## Summer Internship Programme



Chairman IRM, CEO and GM NRSP also graced the final presentation of SIP 2011

SIP 2011 (June – August, 2011) was offered to the highly motivated students from colleges & universities from abroad and across Pakistan. This programme introduced interns to professional working environment while they receive valuable hands on experience in the field of development. SIP's unique learning experience allows students to acquire theoretical knowledge, research and practical field experience.

Summer interns presented their final research papers on 5th August, 2011 before chairman and senior management of IRM. The interns visited Community Organizations of Attock and ICT Rawalpindi. They also visited SOS Village and IRM's VTEC Rawalpindi.



Field visits proved to be profound experience that added a practical dimension to interns work plans.



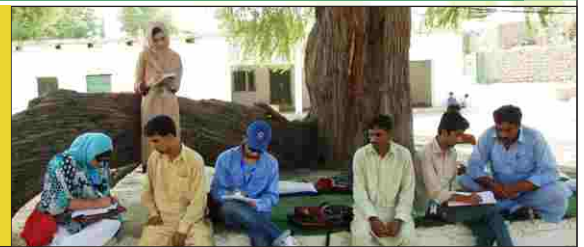
SIP 2011 work hard for Mango Party arrangements.



SIP 2011 was rewarding, challenging, enjoyable and closely mentored.



Rigorous personal and professional grooming gave Interns a definite edge for their future work places



Name	Institute
Ahmad Salman	LUMS
Ehtashaim	QAU
M. Hamza Khan	Bahria University
Madiha Abid	QAU
Mariam Shah	QAU
Mazhar Ali	SZABIST
Mehwish Ali	SUIT Peshwar
Saad Bilal	Washington College, USA
Sanwal Deen	Ohio Westyan University
Uzma	QAU
Waqas Sheikh	LUMS
Waqas Zubair	NUML
Zarina Khan	IIUI
Nadir Shahbaz	Beaconhouse National University
Zinia Kakakhel	TILS
Asad Khan	MDI





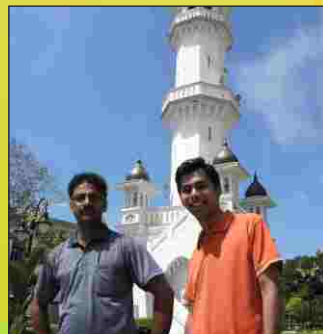
July 13-20, 2011

Acknowledgement:  
Fauzia Malik

Three nominated staff members from IRM attended the first Trainer's JAM (Jamboree) along with 36 Trainers and Professionals in Malaysia and Thailand organized by HRDN. The group mainly comprised of professionals from RSP Family, Academia and other civil society organizations.

The stay in, Malaysia (Kuala Lumpur, Penang) and Thailand (Bangkok) was comfortable and in centrally located hotels. We reached at Kuala Lumpur around noon and had to go Penang the next day by bus through motorway. The 5 hours journey to Penang and crossing the 13.5 km long bridge was an experience in itself. We attended the Session on "Traditional Learning Techniques" with a real learning into cultural insights of Malaysian lifestyle. Certificates were distributed after intensive Q & A session. After lunch participants were taken to Penang tour by bus. The tour included visit to Kapitan Keling Mosque, Temple of the Reclining Buddha, Burmese Temple, Fort Cornwallis and a visit to city square and important streets of the George Town. After that few members of JAM opted for a visit to Penang Hill.

Next day we had our breakfast on the one and half tumultuous flight between Penang to Bangkok. After the Hotel check in we went for touring round the city. At evening we saw the world famous Siam Nirmata Show afterwards the JAM Group enjoyed luxurious Gala Dinner. Next morning we visited the Traditional Handicraft Market and Thailand's famous tourist attraction the Floating Market. After a week we boarded the plane with poignant memories of the trip. We are thankful to IRM for adding memorable moments to our lives.



## First Trainers JAM Malaysia, Thailand

By Affan Baig



## News Feed

### World Bank delegation's visit of VTEC Pindi

A delegation from World Bank visited VTEC Rawalpindi in June, 2011. VTEC Principal Khawaja Tariq took the delegate to different labs to show members various ongoing vocational training activities. Mr. Anwar ul Haq and Mr. Tahir Khan from IRM Management were also present during the visit. The delegate appreciated the quality of the vocational training being delivered at the center.



### Quality Assurance Cell

IRM has established a 'Quality Assurance Cell' in response to a decision taken in the meeting of the N-IRM Board of Directors. Quality Assurance Cell (QAC) will monitor the quality of training programs and assist the CEO to maintain the high standards. QAC will add value to our existing standards of ISO Quality Management Systems.



### The Day IRM *Mangoed*

Keeping the tradition of celebrating seasonal festives, IRM hosted a fruitilicious hour of non-stop mango on 12 July, 2011. Professionals from various organizations enjoyed the Mango delights.





## ToT on Disaster Risk Reduction and Management

Social Mobilization Training Programme (SMTP) offered a series of 5 days Training of Trainers (ToT) on "Disaster Risk Reduction and Management" for Sindh Government Officials. 22 ToT events were arranged in this regard in Islamabad to train 576 officials. The contents of the ToT DRR/M encompassed; theories of disaster, policy context of DRM, hazard risk, model of International Relief System, response and recovery strategies along with operational planning exercises.



## Eid ul Fitar Party

IRM had a joyful Eid ul Fitar Party on Monday 5th September, 2011 at Management Block's Lawn in Islamabad. Apart from RSP family, Professionals from other Development Sector graced the occasion. The festive was a great occasion for everyone to be introduced with members of other civil society organizations.



# A Thematic Workshop for Leadership



IRM organized a strategic workshop on August 3, 2011 focusing leadership and management to rekindle the building spirit of its staff members. This distinctive workshop lead by Roomi S. Hayat was innovative and key learning was shared by the case study method.

The workshop highlights:

A documentary on Shackleton's Antarctic Expedition was shown to the staff.

Two case studies on "Manchester Bidwell Corporation (MBC) Pennsylvania" and "Absolute Return of Kids (ARK UK)" were compiled and edited by Mr. Nadeem Abbas as reading material for the occasion.

Mr. Aasim Reza presented "The Power of Social Media" for organizational management and sustainable growth.

Ms. Alina Virk presented how "Cloud Computing" can be used for informed decision as it's a next step for computer technology.

After the brief introduction of the objectives of the session by Roomi S. Hayat a documentary "Epic Voyage of Endurance" was shown which was edited by AV studio under directions of Khushbakht Aaliya & Mehreen Raza. The implications of lessons from Shackleton's journey into the unknown were discussed in detail with reference to IRM's ambition in going beyond Pakistani borders. Apart from IRM Staff, some ex-staff members and professionals from other organizations were also invited to this exclusive in-house workshop.





## Quality at Work ISO certification

ISO re-audit was held on July 29, 2011 as this was 3 years ISO 9001:2008 re-certificate audit, it was very intensive and demanding audit. The lead Auditor from DAS closing remarks were that " no Non Compliance (NC) was found and all documents were controlled & procedures were followed according the standard". It was a team effort and all staff member contributed to make it possible.

Congratulations IRM, once again!



### Insight into IRM Sukkur Activities

The overall objective of IRM activities in Sukkur is in line with our institutional objectives.

- To strengthen the capacities of vulnerable and hazard prone staff of local authorities and communities of District Shikarpur, Jacobabad and Kandhkot through emergency response capacity building and training; thus saving lives and minimizing the disaster impact;
- To build sustainable livelihood for poor and disadvantaged communities of target area;
- To build the capacities of the target communities in identification production, financing and marketing of potential agricultural and non agricultural products including micro-enterprise;
- To promote business community based organizations, undertaking collective production in marketing techniques for long term sustainability.

During last two quarters IRM completed 03 projects in Sukkur.

Project	Duration	Implementing Partner of		
Early Recovery and Restoration of Flood Affected Communities in Sindh	6 Months (1Apr - 30 Sep 11)	UNDP		
UNICEF WASH Multi - Sectoral Programme in District Shikarpur, Kandhkot & Jacobabad	6 Months (Feb - July 11)	UNICEF		
P roject of Combating Abusive Child Labor II	6 Months (Feb - Aug 11)	NRSP /ILO		

\*IRM is currently working on UCBPRP – extension SRSO/Government of Sindh in fiscal year 0f 2011-12 .

By: Raza Mohsin

# Humor

H R D C O M M U N I Q U E

## Quality Quacks

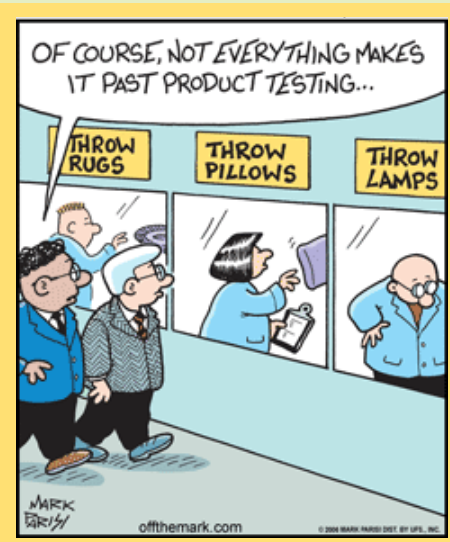
Q u a l i t y Q u a c k s

Jokes are risky – some people enjoy business humor while some find it irrelevant. However, a sense of humor can help a coach or consultant stay resourceful. Following are various concepts of everyday office life presented in humorous way which we go through to deliver our quality tasks. You must have heard few of following one liners in your everyday office environment.

How can we concentrate our resources on all of our projects? We need creative answers.



Can you list all the unknown problems we will encounter?



I can't put this off any longer ... will you do it for me? Everyone should know about time management techniques...



Why didn't you just tell us the solution upfront?



Great expectations on both sides in interview interactions



Keeping check on finances, an important component of running office





# Humor

H R D C O M M U N I Q U E

## Quality Quacks

Q u a l i t y Q u a c k s

My project is important ... don't do anything more important!



We can't reveal our communication problems to employees!



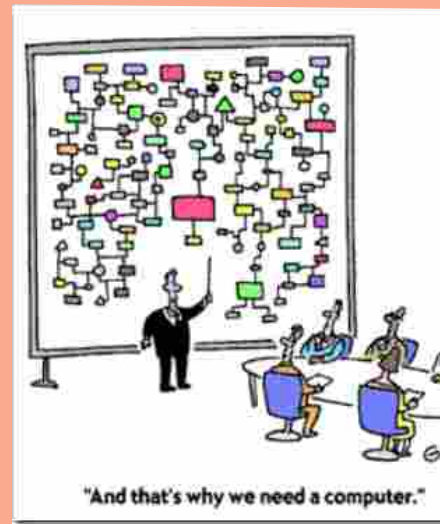
Unbelievable (from news services): "Teamwork is a lot of people doing what I say." (Actual quote from the Marketing Executive, Citrix Corporation)

Courtesy :

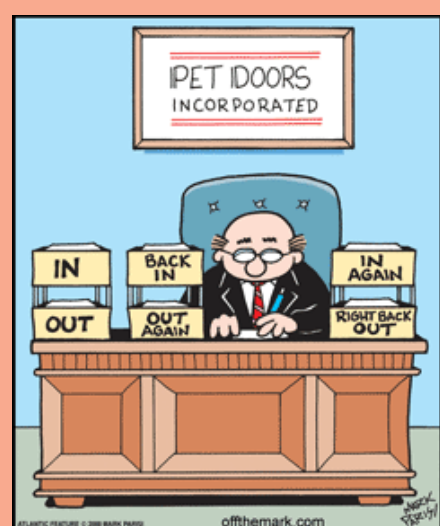
[www.systemiccoaching.com/humor.htm](http://www.systemiccoaching.com/humor.htm)

[www.off the mark.com](http://www.off the mark.com)

Technology advancements essential for employee satisfaction



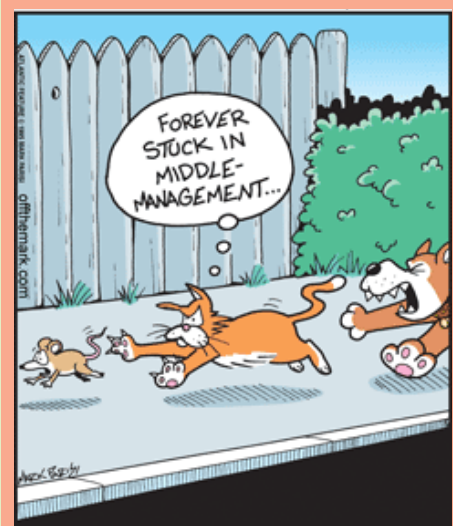
If you get me promoted - I will get you more work!



Dedicated to development sector  
Teamwork is easy - just do what I say!



Circus of working world: Me  
Yaow.... of middle management



# Quality wins

Zhang Ruimin is famous, but not nearly as he should be – or will be. In china he's a national hero, the man who turned the failing Qingdao Refrigerators Factory into Haier Group, a galloping enterprise with revenue of \$20 billion and one of china's first global brands.

The story of his early break out from the collective mold is well known; how the Qingdao authorities had made him boss of the refrigerator plant in 1984, and he'd quickly found that it produced terrible refrigerators. So he had 76 defective ones pulled out from the rest, gave the staff sledgehammers, and order them to destroy everyone. The message: poor quality is longer tolerated.

He expanded into air conditioners, washing machines and stoves and started exporting and unlike any other Chinese company, began building a brand. By the late 90's he was showing

up on list of Asia's top entrepreneurs, then Asia's most influential business people, and by 2005 the world's most respected business leaders. And he was only getting started...he believed that success in the big league of the 21st century would require a different competency: meeting the demands of

systems and operational framework to meet the needs of consumers from around the world and to promote Haier's corporate image in the global marketplace.

He organized the entire company into self managed units, now 4100 of them, each devoted to a customer or group of



retailer customers faster than any competitor.

To that end, the company is now in the process of setting up the necessary

similar customers. Each unit regards itself, and is evaluated, as an independent business earning a profit or loss.

Why, At age of 62, after 27 years of running Haier, does he keep pushing? His energy mirrors the larger forces driving china's amazing rise and explains why he'll probably be a global management icon.

Courtesy:  
Colvin G. , *Opinion*, Fortune Global 500, July 25 2011.

In 1996, Zhang was awarded the Five-Star Diamond Lifetime Achievement Award by the American Academy of Hospitality Science, and in 1997 was named Entrepreneur of the Year by Asia Weekly. In 1999, Zhang ranked 26th among the Global 30 Most Respected Entrepreneurs, according to the Financial Times. In September 2002, the organization United Way International named him a Global Business Leader and an Outstanding Donor, the only entrepreneur from China to ever receive such an honor. Zhang Ruimin and his team have built Haier from humble roots as a local collective into a multinational powerhouse. Mr. Zhang's goal is to make Haier an internationally recognized brand name.





# KAB

## "Know About Business"

### Training of Facilitators

For Sindh-TEVTA, from September 13 - 22, 2011 in Karachi Pakistan



N-IRM  
NRSP-Institute of  
Rural Management



IRM offered "KAB Know About Business training" from September 13th to 22nd in Karachi in collaboration with International Training Center (ITC/ILO Turin) Italy, for principals and vice principals of STEVTA. Principal of IRM's Name VTEC Sukkur also participated. The course is particularly relevant for vocational teacher trainers, entrepreneurship teachers and lecturers, and entrepreneurship course developers. Furthermore the course will assist participants to become ILO's accredited 'KAB' lecturer.

### Days to Remember in this Quarter

#### October

8- Remembrance Day

16 – World Food Day

17 – International Day for Eradication  
of Poverty

#### November

17 – 21, International Education Week

20 – Universal Children Day

#### December

1 - World Aids Day

10 – Human Rights Day



By Alina Virk

# Reviews

H R D C O M M U N I Q U E

## Book Review

### How to Save a Failing Project: CHAOS TO CONTROL

By Ralph R Young, Steven Brady & D. Nagle

**Pages:** 234 pages **Price:** \$43.00

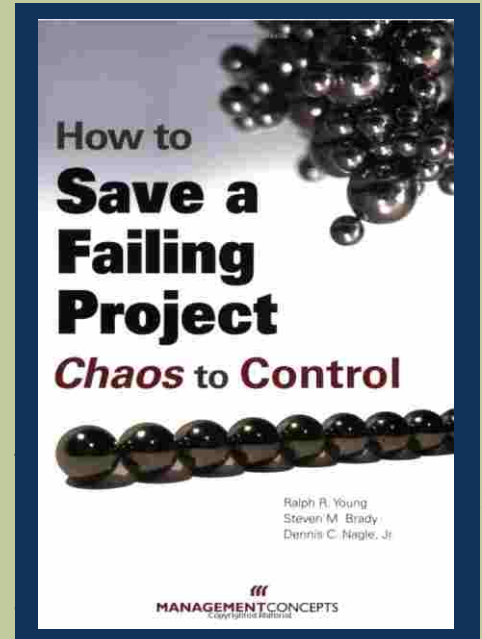
**Publisher:** Management Concepts (2009)

ISBN-10: 1567262392

Poor project results are all too common and result in dissatisfied customers, users, and project staff. With countless people, goals, objectives, expectations, budgets, schedules, deliverables, and deadlines to consider, it can be difficult to keep projects in focus and on track. How to Save a Failing

Project: Chaos to Control arms project managers with the tools and techniques needed to address these project challenges. The authors provide guidance to develop a project plan, establish a schedule for execution, identify project tracking mechanisms, and implement turnaround methods to avoid failure and regain control.

The book isn't lacking in the fact that project management is a people-based business. It is important to have the right people on board and to build on the strengths of the team and enable them to do better in sections they're lacking experience.



## Web Watch www.iso.org

What other than the ISO website can be referred to professionals and organizations that are conscious of their quality matters? The website offers Products (ISO store, ISO Standards, Publications and e-products and ISO concept database), standard development (processes and procedures, technical committee...), News & Media (videos, Hot Topics, ISO Café, events and



Media Kit), Management & Leadership Standards and Education & Training. The website has resources for standard users, consumers, conformity assessment, developing countries, standard and regulations, world trade, security, committee chairs and secretaries.

The site offers 4 e-newsletters and a magazine.

## Tech Talk

**Conference:** World Smart Grid Conference Series Middle East 2012



It's good to begin 2012 with tech talk about Energy Solutions! Dubai is holding conference for Smart Grid from March 26-28, 2012. See details at following link:

<http://events.cleantechies.com/world-smart-grid-conference-series-middle-east-2012-dubai/4855/>

### Exhibition: GTECHs2012

University of Bahrain (UoB), kingdom of Bahrain, in collaboration with Jordanian Renewable Energy Society (JRES) is hosting this 3 days "Green Techies Forum & Exhibition (GTECHs2011)". Please visit the following link for details:

[www.globalgreen-jo.com/2011/scope.php](http://www.globalgreen-jo.com/2011/scope.php)



### Tech Launch

Microsoft's is launching Windows 8 in autumn 2012, which has been



one of the most awaited operating system. Open the following link for details of this Silicon Valley grapevine:

<http://www.techtechies.com/news/microsoft/20110616/technology-news/windows-8-to-be-launched-in-autumn-2012.html>



NRSP-Institute of Rural Management

6, St. 56, F-6/4, Islamabad Tel: +92-51-2822752, 2822792, Fax: +92-51-2823335

Websites: [www.irm.edu.pk](http://www.irm.edu.pk) E-mail: [editor@irm.edu.pk](mailto:editor@irm.edu.pk)