

118<sup>th</sup> Advanced Course on Administration and Development  
(10 December 2017 – 07 February 2018)

## Course Guidelines

Competence → Performance



Reference: UNESCO/UNEVOC-TVETpedia website

HILARIO P. MARTINEZ

9

Course theme:

*Enhancing Competencies for Better  
Public Service Delivery*



Bangladesh Public Administration Training Centre  
Savar, Dhaka-1343  
[www.bpatc.org.bd](http://www.bpatc.org.bd)

# 118<sup>th</sup> Advanced Course on Administration and Development

(10 December 2017 – 07 February 2018)

Course theme:

*Enhancing Competencies for Better  
Public Service Delivery*

## Course Management Team

### Course Adviser

**Ranjit Kumar Sen, ndc**  
Member Directing Staff  
Cell: 01743673009

### Course Director

**Tahsinur Rahman**  
Director  
Cell: 01711566414

### Course Coordinators:

**Md. Atikuzzaman**  
Deputy Director  
Cell: 01727778316

**Mohammad Rezaul Karim PhD**  
Deputy Director  
Cell: 01554339166



Bangladesh Public Administration Training Centre  
Savar, Dhaka-1343  
[www.bpatc.org.bd](http://www.bpatc.org.bd)

# Contents

|             |   |           |
|-------------|---|-----------|
| <b>1.0</b>  | <b>Introduction</b> .....   | <b>7</b>  |
| <b>2.0</b>  | <b>BPATC at a Glance</b> .....  | <b>7</b>  |
| 2.1         | <i>Vision</i> .....   | 8         |
| 2.2         | <i>Mission</i> .....  | 8         |
| 2.3         | <i>Core Values</i> .....  | 8         |
| <b>3.0</b>  | <b>Advanced Course on Administration and Development (ACAD)</b> ..... | <b>10</b> |
| <b>4.0</b>  | <b>Course Theme</b> .....   | <b>10</b> |
| <b>5.0</b>  | <b>Course Modules</b> .....   | <b>10</b> |
| <b>6.0</b>  | <b>Objectives of the Course</b> .....                                 | <b>11</b> |
| <b>7.0</b>  | <b>Expected Results from the Course</b> .....                         | <b>12</b> |
| <b>8.0</b>  | <b>Training Duration</b> .....  | <b>12</b> |
| <b>9.0</b>  | <b>Tentative Daily Schedule of Sessions*</b> .....                    | <b>12</b> |
| <b>10.0</b> | <b>Active Participation by the Participants</b> .....                 | <b>13</b> |
| <b>11.0</b> | <b>Training Methods</b> .....   | <b>13</b> |
| 11.01       | <i>Attachment to Organization/ Organization Visits</i> .....          | 13        |
| 11.02       | <i>Foreign Exposure Visit</i> .....                                   | 13        |
| 11.03       | <i>Group Work</i> .....   | 13        |
| 11.04       | <i>Role Play/Simulation</i> .....                                     | 13        |
| 11.05       | <i>Case Study</i> .....   | 14        |
| <b>12.0</b> | <b>Medium of Instruction</b> .....                                    | <b>14</b> |
| <b>13.0</b> | <b>Expectation from the Participants</b> .....                        | <b>14</b> |
| <b>14.0</b> | <b>Evaluation Method</b> .....  | <b>14</b> |
| <b>15.0</b> | <b>Distribution of Marks</b> .....                                    | <b>15</b> |
| <b>16.0</b> | <b>Grading</b> .....  | <b>16</b> |
| <b>17.0</b> | <b>Accommodation</b> .....  | <b>16</b> |
| <b>18.0</b> | <b>Food</b> .....   | <b>16</b> |
| <b>19.0</b> | <b>Dress Code</b> .....   | <b>16</b> |
| <b>20.0</b> | <b>Physical Exercise and Games</b> .....                              | <b>17</b> |

|             |  |           |
|-------------|--|-----------|
| <b>21.0</b> | <b>Library Facilities .....</b>                      | <b>17</b> |
| <b>22.0</b> | <b>ICT Facilities .....</b>                          | <b>17</b> |
| <b>23.0</b> | <b>Telephone Facilities.....</b>                     | <b>17</b> |
| <b>24.0</b> | <b>Medical Facilities.....</b>                       | <b>17</b> |
| <b>25.0</b> | <b>Recreation.....</b>                               | <b>17</b> |
| <b>26.0</b> | <b>Prayer .....</b>                                  | <b>18</b> |
| <b>27.0</b> | <b>Clearance before Departure .....</b>              | <b>18</b> |
| <b>28.0</b> | <b>Miscellaneous .....</b>                           | <b>18</b> |
|             | Annex 1: COURSE CONTENTS.....                        | 19        |
|             | Annex-2: Guideline for Writing a Seminar Paper ..... | 27        |
|             | <i>General Structure of a Seminar Paper.....</i>     | <i>27</i> |
|             | <i>Structure of a Final Seminar Paper .....</i>      | <i>30</i> |
|             | Annex 3: List of Faculty Member. ....                | 33        |
|             | Annex -4: Important Contact Numbers .....            | 34        |
|             | Annex 5: List of Participants.....                   | 35        |
|             | Annex 6: Suggested Readings .....                    | 36        |

## **1.0 Introduction**

The spirit of our liberation war in 1971 was to build a glorious, developed and prosperous Bangladesh free from all sorts of exploitations and injustices. In order to achieve the goal, a group of well groomed, professional and skilled civil servants in all tiers is a must. National commitment is to build up a digital Bangladesh by 2021. We need hard ware, software and human resources to achieve the target. Human Resource is the most important to ensure digital Bangladesh. BPATC can be treated as the nursing home of human resources. BPATC mandate is to provide highest quality training, to groom up the officers of entry level, mid-level and even at the senior-level as the best administrative leaders of the soil. Bangladesh Public Administration Training Centre (BPATC) is relentlessly working to perform their assigned duties properly. We believe any training institution is a preaching and practicing house of good governance. Therefore, we try to encourage the participants by saying the best words and by demonstrating the best practices. We would like to reiterate that we religiously believe in transparency, accountability, justice and fairness. Our humble expectation from our participants is that they will also avail the opportunity to reinforce their positive attitude, pro-activeness and working spirit through the training received here. We are always with our esteemed participants to provide the best services as much as we can. The participants of ACAD are mid-level administrative leaders. They are to carry out at least two-fold responsibilities. One is to do the best deeds by their own and the other is to ensure doing the best by their sub-ordinates. We sincerely desire the participants of ACAD will utilize their time here to gather experience so that they can perform their responsibilities efficiently showing highest professionalism.

## **2.0 BPATC at a Glance**

- Bangladesh Public Administration Training Centre (BPATC) has been established on 28 April 1984 as an autonomous body with substantial autonomy in both financial and administrative matters.
- BPATC is located at 28 kilometres north-west from Dhaka in a lush of natural environment especially marked for its ever- green, clean and serene speciality.
- A twelve-member Board of Governors (BoG) chaired by the Hon'ble Finance Minister provides necessary advice to run the Centre smoothly and smartly.
- The Centre is headed by a Rector who is a Secretary to the Government assisted by six Member Directing Staff (MDS) of the rank of Additional Secretary/Joint Secretary to the Government. Each MDS leads a Division.
- Each division consists of a number of departments headed by a Director of the rank of Deputy Secretary. Below them are Deputy Directors, Assistant Directors, Evaluation Officers and Research Officers.

- BPATC has four Regional Centres called Regional Public Administration Training Centre (RPATC) located at four old Divisional Headquarters namely Dhaka, Chittagong, Rajshahi and Khulna. Establishment of RPATC at other Divisional Headquarters is under process.
- BPATC conducts both career oriented training courses and skill oriented short training courses.
- Career oriented and core courses of BPATC include Foundation Training Course (FTC), Advanced Course on Administration and Development (ACAD), Senior Staff Course (SSC) and Policy Planning Management Course (PPMC).
- FTC is designed for the new entrants to Bangladesh Civil Service including officers of Judicial Service, ACAD for Deputy Secretary and their equivalent level officers from Defence Services and public sector departments. SSC is for the Joint Secretary to the government and their equivalent level officers from Defence Services, while PPMC is for the Additional Secretary to the government.
- BPATC conducts research in the relevant fields.
- Providing consultancy services to the government is another integral function of BPATC.

## **2.1 Vision**

BPATC becomes a Centre of Excellence for developing patriotic, competent and professional civil servants dedicated to public interest.

## **2.2 Mission**

We are committed to achieving the shared vision through:

- developing competent and professional human resources by imparting quality training and development programmes;
- conducting research, publishing books and journals and extending consultancy services for continuous improvement of public service delivery system;
- establishing effective partnership with reputed institutions of home and abroad for developing organizational capacity; and
- promoting a culture of continuous learning to foster a knowledge-based civil service.

## **2.3 Core Values**

BPATC cherishes the spirit of our great liberation war, fundamental principles of state policy and patriotism; and strives to infuse those among the stakeholders effectively in all spheres of activities.

BPATC's operating principles are built on core values of discipline, integrity, inclusiveness, professionalism, innovation, team spirit and learning for results. These values influence how we work together, how we serve our clients, how we make decisions and how we determine

our priorities. They strengthen our respect for the people we serve, our colleagues, and ourselves. As a public sector human resource development organization, we value:

### **Discipline**

We maintain discipline of highest order in every step of our activities. We believe in mutual respect and human dignity. We are committed to creating an environment where all views, opinions and inputs are encouraged and valued.

### **Integrity**

We demonstrate patriotism and ethics in our activities. We do what we say. We practise integrity by ourselves and encourage our trainees to uphold it in their activities.

### **Inclusiveness**

We are committed to achieving a diverse and highly professional workforce at all levels of the organisation and to ensuring equity and equal opportunities for all irrespective of faith, creed, ethnicity, language, age, race, gender and physical infirmity. We promote social inclusion and a culture of tolerance and peace.

### **Professionalism**

We show leadership and strive for excellence in our activities by means of professionalism and competencies. We are passionate about the work we do and foster pro-people attitude.

### **Learning for results**

We impart training for results and take follow up actions to stay relevant. We value and maintain an enabling environment for continuous learning for our clients and ourselves.

### **Innovation**

We draw inspiration from our shared history and tradition. We are equally committed to finding creative and sustainable solutions to problems in an ever-changing global context. We highly regard innovations in governance and public management.

### **Team spirit**

We foster *spirit de corps* in our activities and share our achievements as well as failures among ourselves. We consider every individual of the organization as a valued member of

the team where contribution by everybody is recognized. We take careful initiatives to instil team spirit among participants of our programmes.

### **3.0 Advanced Course on Administration and Development (ACAD)**

Advanced Course on Administration and Development (ACAD) is designed for the Deputy Secretary to the government and equivalent level officers from Defence Services and public sector departments to enhance their leadership skills and knowledge to discharge their duties more effectively. Updating of the course contents in consideration of the fast changing environment of public management curriculum is a regular phenomenon.

The role of mid-level officers, i.e. Deputy Secretary and equivalents, is very important in the overall businesses of the government. They work as the bridge in between the senior and junior levels in public organizations. Moreover, it is their moral obligation to groom up the junior level officers. Therefore, they should be equipped with the necessary skills and knowledge that are vital for the dynamism of the government machinery. Keeping these in view, the contents and methodologies of this course have been designed.

In order to ensure steady growth and development, effective civil-military relationship is important. Continuous civil-military interaction will result in exchange of knowledge as well as healthy relationship based on trust and goodwill. Through participation in this course, participants will get scope to review and assess present methods, techniques, and problems of public administration in the context of socio-economic development of Bangladesh. They will get opportunity to share their ideas, experiences and insights with fellow-participants. The course will make opportunity to acquaint the participants with new approach and emerging concepts of administration and human relations. The participants will review the problem of national development with reference to specific plans and approaches with emphasis on socio-economic development of the country. They will get chance to develop modern outlook and strategic thinking ability in themselves which will contribute to analyze external and internal environments of their organizations for formulating and implementing time-befitting strategies.

### **4.0 Course Theme**

The theme of 118<sup>th</sup> ACAD has been selected as, **“Enhancing Competencies for Better Public Service Delivery.”** The contents have been designed to reflect the core values of this theme.

### **5.0 Course Modules**

The course is designed with the following 16 modules (Detail of the course contents is shown in Annex 1)



1. Behavioral Governance & Spirit of Liberation War
2. Seminar Paper Preparation and Presentation
  - a. Basics of Research
  - b. Seminar Paper
3. Governmental Business Process
4. Public Service Management
5. Development Management
6. Poverty Reduction: Bangladesh Perspective
7. Project Management
8. Procurement Management
9. Environment and Disaster Management
10. Conflict Management and Negotiation
11. Verbal Competency and Development Debate
12. ICT & e-Governance
13. Exposure Visit
  - a. Internal Exposure Visit
  - b. Foreign Exposure Visit
14. Fitness of Body and Mind
15. Contemporary Issues

## **6.0 Objectives of the Course**

The general objective of ACAD is to develop leadership competencies of the participants for managing their own organization strategically.

### **The Specific Objectives of ACAD**

After completion of the Course, the participants will be able to

- Facilitate apex authority of public organizations in policy making process after analyzing the socio-economic contexts of the national and international arena and implement, monitor and evaluate those public policies in a professional way.
- Formulate strategic plan after analyzing internal and external environments of the organization using different tools and technique and implement thereof effectively and efficiently.
- Assess and review existing public service delivery system and devise simple, innovative, effective and efficient ways of service delivery (using ICT wherever needed) for the clients.
- Identify and analyze the issues of development priorities of government and to design development projects, implement and manage them properly.
- Build intra Vis a Vis inter-institutional networks and deal trans-border trade and aid negotiation effectively for upholding organizational and national interests.

## 7.0 Expected Results from the Course

The course is designed to achieve the following expected results-

- Capacity of the participants to analyse the relationships of institutions, systems and processes of social, political, economic, cultural and environmental dynamics enhanced;
- Problem solving, decision making and communicating skills of the participants improved;
- Capacity of the participants to deal with decision makers and other key stakeholders developed;
- Capacity of the participant to effectively deal with issues of intellectual discourse enhanced;
- Attitudes of the participants towards innovativeness in governance inculcated.

## 8.0 Training Duration

ACAD is a 60 days training programme and distributed in the following manner:

| Sl. No. | Activities  | Days      |
|---------|---|-----------|
| 1       | Registration, Course briefing, Opening and Closing                  | 02        |
| 2       | Days for Training Sessions to share Knowledge, Experience and Ideas | 37        |
| 3       | Attachment/Organization Visits Programme                            | 03        |
| 4       | Data Collection for Seminar Paper                                   | 02        |
| 5       | <b>Total Working Days</b>   | <b>44</b> |
| 6       | Weekends, National Day and Public Holidays                          | 16        |
|         | Total Days  | <b>60</b> |

## 9.0 Tentative Daily Schedule of Sessions\*

| Time           | Sessions                      |
|----------------|-------------------------------|
| 06:00-07:00*   | Morning Physical Exercise     |
| 08:30–09:30    | 1 <sup>st</sup> Session       |
| 09:40 – 10:40  | 2 <sup>nd</sup> Session       |
| 10:40 – 11:05  | <b>Health Break</b>           |
| 11:05 – 12:05  | 3 <sup>rd</sup> Session       |
| 12:15 – 13:15  | 4 <sup>th</sup> Session       |
| 13:15 – 14:15  | <b>Lunch &amp; Prayer</b>     |
| 14:15 – 15:15  | 5 <sup>th</sup> Session       |
| 16.00 – 17.00* | Games                         |
| 19:15 – 20:45* | Evening Session (not regular) |

\* Subject to change.

## **10.0 Active Participation by the Participants**

We put much value on trainee's participation in discussion, review on previous day's sessions (**Recap**) & learning experience, role play and other mode of knowledge sharing. Although lecturers are used to give lecture in a certain extent, the Course Management highly encourage interactive session through active participation (two way traffic). To make class more attractive, interesting, fruitful and participatory, sessions speakers are requested to take part in discussion.

## **11.0 Training Methods**

Lecture and Discussion, Exercise, Workshop, Role Play, Case Study, Group Work, Panel Discussion, Field Visit, Foreign Exposure Visit, Film Show, Reading Assignment and Other Experiential Learning methods will be used in the training sessions.

### **11.01 Attachment to Organization/ Organization Visits**

A three days attachment to organization/organization visits will be arranged in private company/corporate house/ NGO/PKSF/Micro Credit Regulatory Authority. The participants have to prepare group report and make presentation based on their attachment. Each member of the group has to participate during group presentation.

### **11.02 Foreign Exposure Visit**

There is a provision for foreign exposure visit for participants to give exposure to participants how the other Countries managing the works of civil service as well as learn how do they provide services to citizens. This exposure visit will be supported by the Ministry of Public Administration (MoPA). The schedule of the foreign exposure visit will be announced by MOPA. MOPA and BPATC will contact all participants once schedule finalize. The participants are required to prepare a group report on assigned topics and have to make a presentation in host organization in abroad and in a feedback seminar at the BPATC after return from the exposure visit.

### **11.03 Group Work**

We believe in team work. Several groups will be formed to enhance interactions among the members of a group to do a particular task. Generally each group consists of 5-6 participants. Each participant is responsible individually and collectively for the quality of the report prepared by the Group. Each group will present the report in a plenary session and every member of the group has to participate in presentation.

### **11.04 Role Play/Simulation**

Role Play/Simulation method will be applied to enable the participant for the reinforcement of their learning on particular subject like negotiation/conference techniques and prepare them in such a way, so that they can apply the knowledge and skills in real life situation.

### **11.05 Case Study**

Case Study method may be used to develop participants' problem-solving skill and support learning in the relevant subject.

### **12.0 Medium of Instruction**

English will be the medium of communication and instruction in all sessions. Participants are expected to interact in English during classes as well as in other course activities. The report and seminar paper must be written in English.

### **13.0 Expectation from the Participants**

- Must stay in the dormitory room allotted to participant at the BPATC campus.
- Wear formal dresses during academic sessions and official functions.
- Follow official manners and etiquette.
- Be punctual in attending classes and all other activities prescribed for the course.
- Follow table manners at the cafeteria/dining during their meal.
- Ensure 100% attendance as per schedule.
- Undertake attachment/organization visits, prepare professional papers, reports and perform other tasks assigned by the Course Management Team (CMT) and resource persons.
- Must speak in English within BPATC premises [during communication with Course Management Team (CMT), faculty members/resource persons and also with another participant of the course]. BPATC create the opportunity for ACAD participants to practice to speak in English during their 2 months stay. Any deviation of it will be seriously dealt.
- Participants are not allowed to leave BPATC premises without permission of Course Management Team. In case of such incidence, it will be considered as misconduct and the participant will be released from the course and will report to the controlling authority to take disciplinary action against him/her.
- No leave will be allowed during the course tenure except otherwise mentioned in the Evaluation Policy of the Centre. Participants are advised not to do nagging with course management team for leave and in of case such incidence, it will be dealt seriously – leave will not be allowed and also number will be deducted for this kind of act from course management team marks.

### **14.0 Evaluation Method**

BPATC has a prescribed system of evaluation. Participants' activities will be evaluated based on their individual performance and their role in the group activities. The participants will

also evaluate the speakers, CMT and other aspects of the Course. The participants' views will be taken into consideration in redesigning the course curricula in future.

## 15.0 Distribution of Marks

| Sl. No.            | Title of the Modules  | Evaluation Methods and Marks |            |             |
|--------------------|---|------------------------------|------------|-------------|
|                    |   | Individual                   | Group      | Total       |
| 1.                 | Behavioural Governance and Spirit of Liberation of War  | 50                           | -          | 50          |
| 2.                 | Seminar Paper Preparation and Presentation  |                              |            |             |
|                    | a. Research Methodology   | 25                           | -          | 25          |
|                    | b. Seminar Paper  | 125                          | -          | 125         |
| 3.                 | Public Policy and Governmental Business Process   | 50                           | -          | 50          |
| 4.                 | Public Service Management   | 50                           | -          | 50          |
| 5.                 | Development Management  |                              | 50         | 50          |
| 6.                 | Poverty Reduction: Bangladesh Perspective   |                              | 50         | 50          |
| 7.                 | Project Management  | -                            | 50         | 50          |
| 8.                 | Procurement Management  | -                            | 50         | 50          |
| 9.                 | Environment and Disaster Management   | -                            | 50         | 50          |
| 10.                | Conflict Management and Negotiation   | -                            | 50         | 50          |
| 11.                | Verbal Competency and Development Debate  | 25                           | *Recap 50  | 75          |
| 12.                | ICT &e-Governance   | 50                           | -          | 50          |
| 13.                | Exposure Visit  |                              |            |             |
|                    | a. Internal Exposure Visit  | -                            | 25         | 25          |
|                    | b. Foreign Exposure Visit   | -                            | 25+50      | 75          |
| 14.                | Fitness of Body and Mind  |                              |            |             |
|                    | a. Morning Exercise and Yoga<br>b. Afternoon Games and Sports<br><i>Indicators of Evaluation:</i><br>i. Attendance 25 ii. Dress Code 10<br>iii. Other Activities 15 | 50                           | -          | 50          |
| 15.                | Contemporary Issues   | 25                           | -          | 25          |
| 16.                | Evaluation by CMT   | 100                          | -          | 100         |
|                    | i) Punctuality (10)   |                              | -          |             |
|                    | i) Table Manners and Dress (10)   |                              | -          |             |
|                    | ii) Manners and Etiquette (15)  |                              | -          |             |
|                    | iii) Overall Conduct and Discipline(15)   |                              | -          |             |
|                    | iv) Class Attendance (50)   | -                            |            |             |
| <b>Grand Total</b> |   | <b>550</b>                   | <b>450</b> | <b>1000</b> |

\*In Recap sessions each participant will review previous day's academic session(s) and make presentation to the plenary.

## 16.0 Grading

| Percentage of Marks | Grading             |
|---------------------|---------------------|
| 90 and above        | AA (Outstanding)    |
| 80 to 89            | A + (Very good)     |
| 70 to 79            | A (Good)            |
| 60 to 69            | B + (Above Average) |
| 50 to 59            | B (Average)         |
| Less than 50        | Fail                |

Please note that, if any participant secure less than 50% mark in any of the module, S/he will be considered failed in that module. An unsuccessful participant will get maximum one chance to re-appear in the module/paper/subject s/he failed. In such circumstances, the participant will be required to stay at the Centre for at least additional seven days, and prepare for reassessment to be arranged in a suitable time fixed by BPATC authority.

## 17.0 Accommodation

This is a residential training course and as part of the course requirements, all participants are required to compulsorily stay in the dormitory. It is a fast-moving course with intensive curricular activities. The pressure is so heavy that one has always to run against the time and spend the evening or even the leisure hours in reading, interacting and preparing the individual or group works.

## 18.0 Food

The participants will take their breakfast, lunch, evening tea, and supper during the scheduled time at the dining room in the dormitory. The schedule will be provided during course briefing. A food management committee will be formed comprising the participants to manage their meal from training allowances.

## 19.0 Dress Code

Participants must wear formal dress in all formal course activities. Male participants must wear full-sleeved shirts and neck tie (supplied by the CMT) with or without suit during academic session. It is advisable to wear formal suit during guest night, official dinner, official function and other formal occasion. Table manner and etiquette of participant will be observed, noted and evaluated. Participants who are unwilling to wear tie on religious ground may wear *Sherwani or Panjabi with Koti*. Lady participants may wear *Sharee* or *Shalwar-Kameej* during academic session and must wear *Sharee* on formal occasion. **Wearing neck tie supplied by CMT for male participants is mandatory**; no other tie is allowed to wear in the session.

## **20.0 Physical Exercise and Games**

Physical Exercise and Games are compulsory for all participants. The Centre will provide participants with facilities for physical exercise, sports and games both indoor and outdoor. During physical exercise and games, participants are advised to use white colour sports dress and ked.

## **21.0 Library Facilities**

The BPATC Library is equipped with various books, journals and audio-visual aids. There are 1,30,000 books for circulation to the readers. Participants of this course will have the ready access to the reading facilities. There is a corner for reading daily newspapers; almost all national dailies published are available there. Photocopying facilities are also available on payment. Library remains open from 08:00 hrs to 22:00hrs in week day (Sunday to Thursday) and 16:00hrs to 18:00hrs on Friday and 18:00hrs to 22:00hrs on Saturday.

## **22.0 ICT Facilities**

Language Lab, Computer Lab and Internet facilities are available at BPATC. Participants can avail the BPATC Computer Centre for practice and other purposes which remains open 08:30 hrs to 21:30 hrs on all normal working days. Participant can also use the computer lab of the dormitory. Using laptop in the classroom is strictly restricted with exception of Information and Communication Technology classes and any exercise and presentation and group work sessions. e-Learning platform will be used for message, notice and training resources.

## **23.0 Telephone Facilities**

The telephone exchange of BPATC remains operative from 07:30 hrs to 24:00 hrs in normal schedule. To contact anyone inside BPATC, please press **9** and take help of the operators. Participants can make personal telephone calls from the dormitory on payment.

## **24.0 Medical Facilities**

BPATC maintain a small Clinic with limited medical facilities. Participants are given free medical consultation, prescription and limited Primary medical care. Specialized Medicines are not available at the Clinic. If any medicine required, it must be purchased by the participant own cost.

## **25.0 Recreation**

Every dormitory has TV with cable network. Participants can enjoy TV programmes during leisure. Participants are encouraged to arrange cultural evening on the occasion of their mess

night. Spouse of the participants and guests may be invited on cultural evening, guest night and closing ceremony.

## **26.0 Prayer**

There is a beautiful mosque within the premises of the centre, but no separate prayer room in the dormitory. Participant can use the mosque for prayer.

## **27.0 Clearance before Departure**

Participants are advised to complete the requisite formalities before they obtain their release order. Before receive the release order, each participant must obtain clearance certificate from **the dormitory, computer centre and library.**

## **28.0 Miscellaneous**

List of faculty members, important telephone number, participants list and suggested readings are included in the brochure.



## Annex 1: COURSE CONTENTS

### Module-01: Behavioural Governance & Spirit of Liberation War

**Module Director: Mallick Sayeed Mahbub, Director**

**Evaluation: Individual Exercise (50 Marks)**

**Objectives:** The participants will be able to:

- discover self for achieving improvement goal
- maintain integrity at workplace and
- internalize spirit of liberation war.

| Session code | Session hour(s) | Topic Title  | Speaker | Training Method |
|--------------|-----------------|--|---------|-----------------|
| 01.01        | 03              | Know Thyself: Understanding self for achieving improvement goals | Rector  | L&E             |
| 01.02        | 02              | Prevention of Corruption and Unethical Behavior                  | GS      | L&GD            |
| 01.03        | 03              | National Integrity Strategy(NIS) : Implementation Challenges     | Mallick | Workshop        |
| 01.04        | 02              | Strategies for Implementing Spirit of Liberation War             | GS      | L& D            |

### Module-02: Seminar Paper Preparation and Presentation

#### A) : Basics of Research

**Module Director: Dr. Md. Shafiqul Haque, Director**

**Evaluation Method: Individual Assessment (25)**

**Objectives:** The participants will be able to:

- prepare research proposal
- collect and analyse data and
- Write research report.

**Overall Task:** A **two day** workshop will be conducted where trainees will be acquainted with the basics of research, how to prepare research proposal, conduct research, collect data, analyse data and prepare research report. Besides, participants will be able to understand the writing techniques of seminar paper i.e., Title, Objectives, Problem Statement, Research Questions and Methodology.

#### B) : Seminar Paper

**Module Director: Dr. Rizwan Khair, Member Directing Staff**

**Evaluation: Preparation of Seminar Paper and Presentation (175 Marks)**

**Objectives:** The participants' will be able to:

- use research method in writing their seminar paper
- understand logical sequence of a research paper
- improve their professional writing and presentation skills
- sharpen their analytical and problem solving competence
- develop innovative ideas that may influence public policy-making and

- respond productively to the writing of others.

| Session code | Session hour(s) | Topic Title                | Speaker                          | Training Method  |
|--------------|-----------------|----------------------------|----------------------------------|------------------|
| 2.1          | 15              | Session with Mentors       | All Mentors                      | Panel Discussion |
| 2.2          | 10              | Seminar Paper Presentation | External and Internal Evaluators | Presentation     |

**\*Details guideline of seminar paper writing placed in Annex-2.**

### **Module 03: Policy Analysis and Governmental Business Process**

**Module Director: Ranjit Kumar Sen ndc, Member Directing Staff**

**Evaluation: Individual Assignment (50 Marks)**

**Objectives:** Participants will be able to:

- analyse public policy process and
- simplify governmental business process.

| Session code | Session hour(s) | Topic Title   | Speaker               | Training Methods |
|--------------|-----------------|---|-----------------------|------------------|
| 3.1          | 03              | Public Policy Process and Policy Exercise                                   | Dr. Rizwan and Sanwar | L & E            |
| 3.2          | 02              | Policy Implementations Models and Evaluation Techniques.                    | Dr. Rizwan and Sanwar | L & E            |
| 3.3          | 01              | Inter-ministerial Consultation  | Ranjit/GS             | L&D              |
| 3.4          | 02              | Preparing Answers to the Parliamentary Questions                            | GS                    | D&E              |
| 3.5          | 02              | Dealing with Civil Cases and Strategies for Protecting Public Rights        | GS                    | D & Case Study   |
| 3.6          | 02              | Exercise on Preparing Summary   | Ranjit/GS             | D&E              |
| 3.7          | 02              | Exercise on Preparing and managing Citizen Charter                          | Faculty/GS            | Briefing &E      |
| 3.8          | 02              | Preparing, Implementing and Monitoring of Annul Performance Agreement (APA) | GS                    | Briefing &E      |

## Module 04: Public Service Management

**Module Director: Md. Sanwar Jahan Bhuiyan, Director**

**Evaluation: Individual Assignment (50 Marks)**

**Objectives:** Participants will be able to:

- identify and analyse the role of government in the context of public service management and
- use analytical tools to review policies/programme of the government in a changing world.

| Code | Session hour (s) | Topic Title   | Speaker               | Training Methods    |
|------|------------------|---|-----------------------|---------------------|
| 4.1  | 01               | Changing Trends of Public Service Management and Reform Initiatives         | Sharif                | L & D               |
| 4.2  | 01               | Leadership for Effective Public Management                                  | Sanwar/<br>Basher     | L & E               |
| 4.3  | 02               | Exercise on Team Building   | Sanwar                | D&E                 |
| 4.4  | 02               | TQM for Improving Public Service Delivery: Exercise on SIP                  | Faculty/GS            | Briefing & Exercise |
| 4.6  | 01               | Concept and Process of Strategic Management                                 | Dr. Rizwan/<br>Sanwar | L & D               |
| 4.7  | 02               | Techniques of Strategic Planning: SWOT, PEST Analysis and Devising Strategy | Dr. Rizwan/<br>Sanwar | GE and Presentation |
| 4.8  | 02               | Grievance Redress System  | GS                    | L & E               |

## Module 05: Development Management

**Module Director: Banik Gour Sundar, Member Directing Staff**

**Evaluation: Group Assignment (50 Marks)**

**Objectives:** Participants will be able to:

- understand the major policy issues of the economy of Bangladesh
- identify the challenges of economy of Bangladesh in the context of globalisation
- explore strategies to overcome those challenges.

| Session code | Session hour (s) | Topic Title   | Speaker    | Training Methods |
|--------------|------------------|---|------------|------------------|
| 5.1          | 02               | Development Planning in Bangladesh: Vision 2021, Vision 2041; Perspective Plan & 7FYP | Faculty/GS | L&E              |
| 5.2          | 02               | Sustainable Development Goals (SDGs)  | Faculty/GS | L&GE             |
| 5.3          | 02               | Analysis of Key Macro-economic Variables of Bangladesh                                | Banik      | L & D            |
| 5.4          | 02               | Financing for Development in Bangladesh   | GS         | L & E            |
| 5.5          | 01               | Financial Inclusion: Challenges & Opportunities                                       | GS         | L & D            |
| 5.6          | 02               | Financial Sector Reforms in Bangladesh  | GS         | L&D              |

**Module 06: Poverty Reduction: Bangladesh Perspective****Module Director: S.M Zobayer Enamul Karim PhD, Director****Evaluation: Group Assignment (50 Marks)****Objectives:** Participants will be able to enhance their skills in translating knowledge into action through analysis of issues, policies and strategies of Poverty Reduction.

| Session code | Session hour(s) | Topic Title   | Speaker  | Training Methods |
|--------------|-----------------|---|--|------------------|
| 6.1          | 1 Day Workshop  | Poverty Reduction Approaches in Bangladesh  | Banik/<br>Dr.<br>Zobayer/<br>Faculty member<br>/GS | Workshop         |
| 6.2          |                 | Social Protection: Principles and Practices   |  |                  |
| 6.3          |                 | National Social Security Strategy (NSSS)  |  |                  |
| 6.4          |                 | Major Poverty Reduction Strategies: Ekti Bari Ekti Khamar, Old Age Allowance and etc. |  |                  |

**Module 07: Project Management****Module Director: Kazi Hasan Imam, Director****Evaluation: Group Assignment (50 Marks)****Objectives:** Participants will be able to deal with the issues of project management effectively.

| Session code | Session hour(s) | Topic Title   | Speaker    | Training Methods |
|--------------|-----------------|---|------------|------------------|
| 7.1          | 02              | Result Based Management                             | Dr. Yusuf  | L & GE           |
| 7.2          | 02              | Project Preparation and Approval Process            | Hasan/GS   | L & E            |
| 7.3          | 01              | Steps in Project Management and Implementation      | Faculty/GS | L&D              |
| 7.4          | 02              | Monitoring and Evaluation of Projects               | Hasan/GS   | L & GE           |
| 7.5          | 01              | Challenges of Project Management                    | Faculty/GS | L&D              |
| 7.6          | 02              | Management of Mega Projects: A Case of Padma Bridge | GS         | L& GE            |

**Module 08: Procurement Management****Module Director: Md. Zaydul Hoque Molla ndc, Member Directing Staff****Evaluation: Group Exercise (50 Marks)****Objectives:** Participants will be able to explain the general features, processes and methods of public procurement and manage public procurement in a transparent way.

| Session code | Session hour(s) | Topic Title   | Speaker         | Training Methods |
|--------------|-----------------|---|-----------------|------------------|
| 8.1          | 1 Day Workshop  | Overview on PPA 2006 and PPR 2008   | Banik/<br>Molla | Workshop         |
| 8.2          |                 | Steps of Public Procurement: Works, Goods and   |                 |                  |
| 8.3          |                 | Tender and Proposal Evaluation  |                 |                  |
| 8.4          |                 | Exercise on Proposal Evaluation   |                 |                  |
| 8.5          | 02              | Writing Summary for Cabinet Committee on Government Purchase (CCGP) and Economic Affairs Committee(EAC) | GS              | L&E              |

## Module 09: Environment and Disaster Management

**Module Director:** Dr. Mohd. Shahadt Hossain Mahmud, Member Directing Staff

**Evaluation:** Group Exercise (50 Marks)

**Objectives:** Participants will be able to analyse different issues of environment, sustainable development and disaster management.

| Session code | Session hour(s) | Topic Title  | Speaker     | Training Methods |
|--------------|-----------------|--|-------------|------------------|
| 9.1          | 02              | Environmental Management: Challenges and Opportunities                         | Faculty/GS  | L & E            |
| 9.2          | 02              | Comprehensive Disaster Management in Bangladesh                                | Rector      | L & E            |
| 9.3          | 02              | Climate Change Adaptation and Mitigation Strategy and Implementation Plan 2009 | Dr. Shahadt | L & E            |

## Module 10: Conflict Management and Negotiation

**Module Director:** Dr. Muhammad Abu Yusuf, Member Directing Staff

**Evaluation:** Group Exercise (50 Marks)

**Objectives:** Participants will be able to

- explain the concepts and issues of conflict and negotiation
- understand the nature and complexity of multi-level conflicts and negotiations
- apply effectively and efficiently essential skills and techniques for managing conflict and negotiation and
- lead trade/aid negotiations with full confidence.

| Session code | Session hour (s) | Topic Title   | Speaker       | Training Methods |
|--------------|------------------|---|---------------|------------------|
| 10.1         | 02               | Understanding Organizational Conflict & Conflict Resolution   | Sanwar/Basher | L & Case study   |
| 10.2         | 02               | Techniques of Writing MoU and Agreement   | Dr. Yusuf     | L & E            |
| 10.3         | 02               | Effective Negotiation (Local/Bilateral/Multilateral):<br>a. Preparation for Negotiation<br>b. Conducting Negotiation<br>c. Concluding Negotiation | GS            | L&E              |
| 10.4         | 03               | Simulation on Negotiation   | GS            | Simulation       |

## Module 11: Verbal Competency and Development Debate

**Module Director: Hasan Murtaza Masum, Deputy Director**

**Evaluation: Individual Presentation (25) + Recap (50) [75 Marks]**

**Objectives:** Participants will be able to communicate in English more confidently and use Bangla appropriately.

| Session code | Session hour(s) | Topic Title                                   | Speaker           | Training Methods     |
|--------------|-----------------|---|-------------------|----------------------|
| Recap*       | 20              | Recap   | CMT               | Presentation/Writing |
| 11.1         | 01              | Art of Public Speaking                        | Dr. Yusuf         | L&E                  |
| 11.2         | 02              | Techniques of Enhancing Professional English  | Amir /Masum       | L&D                  |
| 11.3         | 02              | Professional English Writing Skills: Exercise | Amir/<br>Masum/GS | Exercise             |
| 11.4         | 02              | English Listening Skills: Exercise            | Masum             | Exercise             |
| 11.5         | 02              | English Speaking Skills: Exercise             | Masum /GS         | P & E                |
| 11.6         | 01              | Briefing on Development Debate                | Amir/GS           | Briefing             |
| 11.7         | 05              | Development Debate                            | Amir/GS           | Presentation         |

\*Recap sessions will be evaluated by CMT in 50 Marks

## Module 12: ICT & E-Governance

**Module Director: Md. Zakir Hossain, Director**

**Evaluation: Individual Assignment (50 marks)**

**Objectives:** Participants will be able to:

- develop ICT Skills and contribute towards e-Governance
- develop capacity in public section for improving delivery of public service through ICT and
- adopt organisational changes in public sector related to technology, strategies and policies.

| Session code | Session hour (s) | Topic Title   | Speaker                     | Training Methods |
|--------------|------------------|---|-----------------------------|------------------|
| 12.1         | 01               | Digital Bangladesh: Making Vision Reality                             | GS                          | L & D            |
| 12.2         | 02               | Information Literacy for e-Governance                                 | Rector                      | L & E            |
| 12.3         | 04               | Innovation in Public Service  | GIU/Mallick                 | Workshop         |
| 12.4         | 02               | Exercise on Business Process Simplification                           | GS                          | L&E/Case Study   |
| 12.5         | 02               | Service Delivery through ICT in Bangladesh: National Web Portal & UDC | A2i, Zakir, Rustom, Rabbani | Exercise         |
| 12.6         | 02               | e-Nothi   | Zakir                       | L & P            |
| 12.7         | 04               | e-GP  | CPTU                        | Workshop         |
| 12.8         | 1                | Trouble Shooting  | Zakir/Joarder               | Exercise         |

## **Module 13: Exposure Visit**

### **(A): Internal Exposure Visit**

**Module Director: Md. Atikuzzaman, Deputy Director**

**Duration: 5 Days (3 days attachment for data collection and 2 days for Organisation Visit)**

**Evaluation Method: Group Report 25 Marks**

**Objectives:** To enable the participants to

- use different tools and techniques for analyzing organization and
- Identify and solve organizational problems.

**Overall Task:** Visit to Private Organization/ Corporate House/ NGOs / Micro Credit Regulatory Authority etc. After coming back to BPATC based on their practical experience, participants have to submit a group report.

### **(B): Foreign Exposure Visit**

**Module Director: Nominated Faculty Member of the Exposure Visit Team**

**Duration of Visit:** Ten (10) Days

**Evaluation: Group Report (25+50)= 75 Marks**

**Objectives:** To enable the participants to observe how the visiting country's economy which started with a developmental base equal to or worse than Bangladesh has out-performed the Bangladesh economy. If a participant unable to go abroad because of unavoidable reasons must submit a special assignment as instructed by the CMT instead of feedback seminar presentation..

**Overall Task:** Participants will visit one country under the auspices of Ministry of Public Administration. The purpose of this visit is to enhance the capacity of the participating officers through sharing experiences of policies, strategies, practices in the public service delivery of the visiting country.

#### **Methodology of Implementation of Foreign Exposure Visit:**

- i) Group formation and Topic (area/field) will be made by the CMT.
- ii) CMT will organise the Feedback Seminar with the presence of internal and external evaluator
- iii) CMT will monitor and evaluate the participants' individually and group as well.
- iv) Report will be made by group; however, evaluation will be done individually.

**Note on Group Reports:** Participants will have to present group reports in the host country under the arrangement of designated Institution/Organization. These reports will reflect the comparative situations of the visiting country with that of Bangladesh and the presentation will carry 25 marks. However, on return they will present group reports in a "Lessons-Learning Seminar" on experiences sharing of visiting country at the BPATC. This presentation will focus on experiences and learnings visiting country and its use or applications in the light of Bangladesh. Presentation will be evaluated on 50 marks.

## **Module 14: Fitness of Body and Mind**

**Module Director: Dr. Md. Araf Zawad, Assistant Director**

**Objectives:** To make participants mentally and physically sound to perform their work.

### **(A): Morning Exercise and Yoga**

**Note:** At the 1<sup>st</sup> week of the course, 2days three hourly **afternoon workshop** will be held on Yoga; and these sessions will be conducted by invited resource persons. Faculty Members of Games & Sports section of the Centre will run the Yoga program regularly.

### **(B): Afternoon Games and Sports.**

**Module 15: Contemporary Issues\*****Module Director: Tahsinur Rahman, Director****Evaluation Method: Individual Assignment (25 Marks)****Objectives:** To enable the participants to

- identify and analyze issues of national importance and
- explore opportunities to apply new learning to practical life.

| Session Code | Session hour(s) | Topic   | Resource person | Training Method |
|--------------|-----------------|---|-----------------|-----------------|
| 15.1         | 02              | FDI Challenges in Bangladesh                                      | GS              | L & D           |
| 15.3         | 02              | LDC Graduation: Bangladesh Perspective                            | GS              | L & D           |
| 15.4         | 02              | Blue Economy  | GS              | L & D           |
| 15.5         | 02              | International Trade Challenges and Opportunities: WTO Perspective | GS              | L & D           |
| 15.6         | 02              | Energy Security of Bangladesh                                     | GS              | L & D           |
| 15.7         | 02              | Civil-Military Relationship                                       | GS/ Faculty     | L & D           |
| 15.8         | 02              | Challenges of Food Safety in Bangladesh                           | GS              | L & D           |
| 15.9         | 02              | Public Private Partnership  | GS              | L & D           |
| 15.10        | 02              | Universal Health Coverage   | GS              | L&D             |
| 15.11        | 02              | Gender and Development  | Faculty/GS      | L&D             |
| 15.12        | 02              | Waste Management  | Faculty/GS      | L&D             |
| 15.13        | 02              | Right to Information (RTI)  | Faculty/GS      | L&D             |

**\* Subject to include or exclude.**

\



## **Annex-2: Guideline for Writing a Seminar Paper**

### **Introduction**

‘Writing seminar paper’ is an integral part of Advanced Course on Administration and Development. Each participant is required to write a seminar paper and present the paper before a panel of evaluators comprising faculty members of BPATC and renowned relevant professionals. This brief guideline is expected to facilitate the participants of the training courses in writing a seminar paper.

### **Seminar**

A *seminar* is an occasion where a group of interested people known as participants, key note speaker/presenter, discussant(s), moderator and rapporteur assemble to discuss/share/disseminate a particular issue of concern.

### **Seminar Paper**

A seminar paper is a complete record of works on the topic, the author has studied to disseminate/present before the targeted group of people. A seminar paper is a record of what the author wish to disseminate to the group about a topic studied. A seminar paper may be a research proposal/report/project/thesis/article/in any area of interest. It is expected that the participants shall make an original contribution to the field.

### **Purpose**

The purpose of this assignment is to facilitate the participants to do practice in technical writing which will enrich the skills of the participants when they write a seminar paper in their service life.

## **General Structure of a Seminar Paper**

### **Title**

The title of a seminar paper should state topic exactly in the smallest possible number of words so that a reader can visualize a complete picture of what the paper contains. A seminar paper title should be simple, short and easy to understand.

### **Author's Name**

Put your name, designation, your serial number, course name, the name of your institution i.e. BPATC below the title on the cover page.

### **Executive Summary**

The executive summary should state the most important facts and ideas in the paper. It should be complete in itself. The length of the executive summary should be about 200 to 300 words. Do not put information in the executive summary which is not in the main text of your paper. Do not put references, figures, or tables in the executive summary

### **Text**

The main text of your paper should be divided into sections, each with a separate heading. The first section should be an introduction to your topic. This section should review the background of your topic and give an outline of the contents of your paper.

You may collect information/data for your paper from various sources, such as books, journals, reports, lecture notes, etc. You must write the paper yourself using information. *You must not copy text written by other authors.* Instead, select only the information/data you need and summarize this information in your own words, give your own analysis. When you use other's ideas or findings or information, you must give recognition by citing reference. You must avoid plagiarism. The final section of your paper should summarize your conclusions.

The sections of the seminar paper should be numbered 1, 2, 3, the sub-sections in the sections should be numbered 1.1, 1.2....., 2.1, 2.2 ..., 3.1, 3.2, ... , etc.).

### **1. Section: Introduction**

Introduction is like a brain of a human being that guides thought process, imagination, ideas, actions etc. It should provide motivation for the reader to read your entire paper. Reader should know what the paper is going to be about by reading introduction.

This section consists of-

- The general background of your work,
- The objective of your own work,
- The reasons why your work is interesting and useful
- Define issues and any key terms
- Limit scope as necessary
- State problem by defining the gap
- Explain how present study attempts to fill the gap.
- End with idea and outline of the rest of the paper

### **2. Section: Literature Review**

Literature review is the most critical part of any intellectual discourse. Literature is the source of knowledge or stock of knowledge like an ocean. The purpose of literature review is to critically analyse the existing concepts, thoughts, ideas, and theories to identify the gaps.

- Indicate the current state of the issue/problem/topic
- Define or qualify terms
- Engage sources in analyzing the issue.

### **3. Section: Methods and Materials**

This section should contain sources of information/data, how information/data shall be collected, what method shall be used to collect data, why certain method is being applied and why certain method is relevant etc.

#### **4. Section: Data Analysis/Argument/Discussion**

- Examine issue
- Argue how issue can be mitigated, mediated, or dealt with
- Provide evidence and support
- Make some lively commentary along the way

#### **5. Sections: Conclusion**

- Conclusion is the wheel of a vehicle that leads the reader move on i.e. the way forward derived from the findings. It should not be the copy of abstract or introduction or results rather findings and recommendations are discussed here.
- Summarize research question
- Qualify argument/discussion if you need to explain where we go now
- End well

On the basis of conclusion and findings, you should give suggestions which must be supported by your findings, arguments and logic. You must establish linkage with your research issue/question, objective(s) and findings. You should not write too many recommendations which are too general and not supported by your findings and arguments.

#### **6. Section: References**

Writing reference is an art. A participant is required to follow strictly the style that he/she has chosen. The most common citation style is the Harvard Style. BPATC does not impose any restriction on citation style. However, it is expected that the participants should follow specific reference style (preferably Harvard reference style). Double check — is everything listed on the works cited?

#### **7. Appendix**

You can attach questionnaire or any relevant document to your paper as annexure.

#### **8. Miscellaneous**

##### **Tables**

Tables must have a number and a caption above the table. The reader should be able to understand the table by reading the caption without looking at the main text. Every table must be mentioned in the main text.

##### **Figures**

Figures must have a number and a caption below the figure. The reader should be able to understand the figure by reading the caption without looking at the main text. Every figure must be mentioned in the main text.

## **Structure of a Final Seminar Paper**

### **I. Preliminaries**

Cover Page: Title of your seminar paper, Institution's Name, Course Name, Your Name, ID Number, Roll Number, and Date of Submission

Acknowledgement

Table of Contents

Lists of tables/figures etc

Abstract

Lists of Abbreviations/Acronyms

### **II. Main Text**

**Chapter-1:** Background/Introduction:

- Problem Statement/Research Questions/Research Issue/Conceptual Framework of the Study,
- Objectives,
- Scope,
- Rationales,
- Limitations
- Outline of the Study

**Chapter-2:** Literature Review (Details of sub-heads will be worked out by the participants)

**Chapter-3:** Methods and Materials (Details of sub-heads will be worked out by the participants)

**Chapter-4:** Data Processing and Analysis (Details of sub-heads will be worked out by the participants)

**Chapter-5:** Findings, Conclusion and Recommendation(s) (Details of sub-heads will be worked out by the participants)

### **III. References**

### **IV. Appendix**

## **Seminar Paper Evaluation Criteria**

The Seminar Papers will be evaluated on the basis of following criteria:

| Seminar Report Writing                            |                                      |   |                           | Seminar Presentation |                    | Total |
|---|--------------------------------------|---|---------------------------|----------------------|--------------------|-------|
| Format/<br>Structure/<br>Linkage of<br>the Report | Language,<br>References<br>and Style | Ability to Identify the<br>Problem, Internal<br>Consistency,<br>Analytical Ability and<br>Relevance of Contents | New<br>Insights/<br>Ideas | Oral<br>Presentation | Question<br>Answer | Total |
| (10)  | (10)                                 | (30)  | (10)                      | (30)                 | (10)               | (100) |

Please note that figures within parenthesis indicate marks allocated for each relevant criterion. Every Seminar paper will be evaluated by two resource persons; one from the member of the relevant faculty and the other will be an eminent resource person from outside.

### **Mentoring Seminar Paper**

Seminar paper writing and presentation is an individual assignment. One faculty member will be assigned as ‘**Mentor**’ for 5 participants to assist and guide in conducting research, preparing seminar paper and make progress and final presentation. Each participant will identify an issue relevant to his/her work/office and will collect data from his/her office and relevant organizations. Participant will get two days to collect data from his/her office and relevant organizations. The Module Director will collect the proposed title from each participant and will assign one Mentor for 5 participants. After finalization of the seminar title, participants will have to meet their assigned Mentor for guidance and advice. It should be noted that no Mentor will be assigned in the evaluation processes of his/her own group but no seminar paper will be accepted without a clearance certificate of the relevant Mentor.

Mentor will ensure that participants follow the schedule and deadline of submission of progress report and final report, and also make progress presentation and also final presentation. If any participant unable to submit progress report on time and unable to make progress presentation, he/she will not be allowed to make final presentation. Thus, he will be considered as fail in seminar paper, as well as will not be allowed that participant to attend foreign exposure visit.

The schedule of progress reporting/progress presentation and final report/final presentation is shown below:

- 1<sup>st</sup> week (Thursday): Seminar Paper proposal submission and proposal presentation  
**(Presentation)**
- 2<sup>nd</sup> week (Thursday): Progress report (draft of Chapter-I: Background/Introduction) Submission.

|   |  |
|---|--|
| 3 <sup>rd</sup> Week (Thursday):  | Progress report submission (Revised version of Chapter-I: Background/Introduction and Draft of Chapter -2: Literature Review).   |
| 4 <sup>th</sup> week (Thursday):<br><b>(Presentation)</b>   | Progress report submission (Final version of Chapter-I: Background/Introduction, Revised version of Chapter -2: Literature Review and Draft of Chapter 3: Materials and Methods) and Progress presentation   |
| 5 <sup>th</sup> week (Thursday):  | Field visit and Data collection  |
| 6 <sup>th</sup> week (Thursday):  | Progress report submission (Final version of Chapter-I: Background/Introduction, Chapter -2: Literature Review, and Chapter 3: Materials and Methods and Revised version of Chapter 4: Data Processing and Analysis; Draft of Chapter-5: Findings, Conclusion and Recommendation).   |
| 7 <sup>th</sup> week (Thursday):<br><b>(Presentation)</b>   | Progress report submission (prepare draft of final report) (Final version of Chapter-I: Background/Introduction, Chapter -2: Literature Review, Chapter 3: Materials and Methods and Chapter 4: Data Processing and Analysis; Revised of Chapter-5: Findings, Conclusion and Recommendation(s) and prepare cover page, Acknowledgement, Tables/Figures, Abstract, List of Abbreviations/Acronyms, References and Appendix) and final Progress presentation |
| 8 <sup>th</sup> Week (Sunday):<br>(Monday, Tuesday<br>& Wednesday)<br><b>(Final Presentation)</b> | Submission of Final Report and Presentation before the Evaluator (External &Internal)  |

**Annex 3: List of Faculty Member.**

(Not in Order of Seniority)

| Sl. No. | Name                             | Designation          | Code        |
|---------|----------------------------------|----------------------|-------------|
| 1.      | Dr. M Aslam Alam                 | Rector               | Rector      |
| 2.      | Md. Zaydul Hoque Molla ndc       | MDS (Project)        | Zaydul      |
| 3.      | Ranjit Kumar Sen ndc             | MDS (M&D)            | Ranjit      |
| 4.      | Dr. Mohd. Shahadt Hossain Mahmud | MDS (R&C)            | Dr. Shahadt |
| 5.      | Banik Gour Sundar                | MDS (D&E)            | Banik       |
| 6.      | Dr. Muhammad Abu Yusuf           | MDS (M&PA)           | Dr. Yusuf   |
| 7.      | Dr. Rizwan Khair                 | MDS (P&S)            | Dr. Rizwan  |
| 8.      | Tahsinur Rahman                  | Director             | Tahsin      |
| 9.      | Md. Abdul Hakim                  | Director             | Hakim       |
| 10.     | Md. Sanwar Jahan Bhuiyan         | Director             | Sanwar      |
| 11.     | Mallick Sayeed Mahbub            | Director             | Mallick     |
| 12.     | Md. A. Razzaque Sarker           | Director             | Razzak      |
| 13.     | Kazi Hassan Imam                 | Director             | Imam        |
| 14.     | Dr. Md. Shafiqul Haque           | Director             | Dr. Shafiq  |
| 15.     | Dr. S.M. Zobayer Enamul Karim    | Director             | Dr. Zobayer |
| 16.     | Muhammad Moshior Rahman          | Director             | Moshior     |
| 17.     | Md. Golam Mahede                 | Director             | Mahede      |
| 18.     | Md. Zakir Hossain                | Director             | Zakir       |
| 19.     | Dr. Md. Mizanur Rahman           | Director             | Dr. Mizan   |
| 20.     | Dr. Mohammed Amjed Hossain       | Director             | Dr. Amjed   |
| 21.     | Md. Jahidul Islam                | Director             | Jahid       |
| 22.     | A.F.M. Amir Hussain              | Deputy Director      | Amir        |
| 23.     | Mohammad Razibul Islam           | Deputy Director      | Razib       |
| 24.     | Md. Atikuzzaman                  | Deputy Director      | Atik        |
| 25.     | Mohammad Saiful Islam            | Programmer           | Saiful      |
| 26.     | Dr. Md. Zohurul Islam            | Deputy Director      | Dr. Zohur   |
| 27.     | Dr. Rokeya Fahmida               | Deputy Director      | Dr. Fahmida |
| 28.     | Mohammad Rezaul Karim, PhD       | Deputy Director      | Dr. Reza    |
| 29.     | Mostak Ahmed                     | Deputy Director      | Mostak      |
| 30.     | Md. Sharif Hasan                 | Deputy Director      | Sharif      |
| 31.     | Md. Abul Basher                  | Deputy Director      | Basher      |
| 32.     | ATM Arif Hossain                 | Deputy Director      | Arif        |
| 33.     | Hasan Murtaza Masum              | Deputy Director      | Masum       |
| 34.     | Dr. Md. Mostafizur Rahman        | Medical Officer      | Mostafiz    |
| 35.     | Dr. Md. Arafe Zawad              | Assistant Director   | Zawad       |
| 36.     | Tanjur Ahmed Joarder             | Assistant Programmer | Tanjur      |
| 37.     | Mohammad Masum Rahman            | Assistant Programmer | Masum       |
| 38.     | Md. Rustom Rabbani               | Assistant Programmer | Rustom      |

#### Annex -4: Important Contact Numbers

(PABX: 7745010-16, 7742080-85; Fax: 7745029)

[www.bpatc.org.bd](http://www.bpatc.org.bd)

| Sl. No.                                 | Name  | Designation                             | Telephone/Ext./ Mobile/e-mail                        |
|---|---|---|--|
| 1.                                      | Dr. M Aslam Alam                                    | Rector                                  | 7745028, PABX Ext. 4101<br>rector@bpatc.org.bd       |
| <b>Course Management Team</b>           |   |   |  |
| 2.                                      | Ranjit Kumar Sen, ndc                               | MDS & Course Advisor                    | Cell: 01743673009                                    |
| 3.                                      | Tahsinur Rahman                                     | Director (Evaluation) & Course Director | Cell: 01711566414                                    |
| 4.                                      | Md. Atikuzzaman                                     | Deputy Director & Course Coordinator    | Cell: 01727778316                                    |
| 5.                                      | Mohammad Rezaul Karim PhD                           | Deputy Director & Course Coordinator    | Cell: 01554339166                                    |
| <b>Administration and Support Staff</b> |   |   |  |
| 6.                                      | Md. A. Razzaque Sarker                              | Director ( Administration)              | Cell: 01712 803 934                                  |
| 7.                                      | Hasan Murtaza Masum                                 | Deputy Director (Service, Add. Charge)  | Cell: 01686900243                                    |
| 8.                                      | Dr. Md. Mostafizur Rahman                           | Medical Officer                         | PABX Ext.- 4143<br>Cell: 01932791761/<br>01552444675 |
| 9.                                      | Md. Sohrab Hosen                                    | Assistant Director (Dormitory)          | PABX: Ext.4145<br>Cell: o1710842740                  |
| 10.                                     | Md. Aminur Rahman                                   | Supervisor Dormitory -1                 | PABX Ext. 4701<br>Cell: 01716610525                  |
| 11.                                     | <b>Satyen</b>                                       | <b>Class Room Attendant</b>             | <b>Cell:</b>   |
| 12.                                     | Course Office                                       | ACAD                                    | 4331   |
| 13.                                     | Cafeteria   |   | 4621, 4622, 4623                                     |
| 14.                                     | Library Counter                                     |   | 4649, 4650   |
| 15.                                     | Reception   |   | 4220   |
| 16.                                     | Clinic  |   | 4231, 4232   |
| 17.                                     | Manager, Sonali Bank Ltd. PATC Branch               |   | 7743013 PABX Ext - 4283                              |
| 18.                                     | ITC   |   | 4329/4333  |
| 19.                                     | Gate-1  |   | 4100   |
| 20.                                     | Gate-2  |   | 4200   |
| 21.                                     | <b>Please Press 9 for any telephonic directory.</b> |   |  |



## **Annex 5: List of Participants**

## **Annex 6: Suggested Readings**

### **Module 01: Behavioural Governance and Spirit of Liberation War**

Dr.Grif. How to be CEO.

Principal Secretary of Malaysia, Civil Service of Malaysia.

আজ্ঞানায়ন ও সাক্ষ্য।

### **Module-02 : Seminar Paper Preparation and Presentation**

Abedin M. Zainul,(1996) *A Hand Book of Research for the Fellows of M. Phil and Ph.D. Programmes*. Dhaka: Book Syndicate.

Adams, Gerald R. and Schvaneveldt, Jay D. (1985), *Understanding Research Methods*, New York: Longman.

Aminuzzaman M. Salahuddin, (1991) *Introduction to Social Research*. Dhaka: Bangladesh Publishers.

Babbie, E. (1986), *The Practice of Social Research*, California, Wadsworth Publishing Co.

Brenner, Michael, Brown, Jennifer, and Canter, David (1987), *The Research Interview: Uses and Approaches*, London, Academic Press Inc. Ltd.

Bynner, John and Stribley, Keith M. (1986), *Social Research: principles and procedures*, New York, The Open University Press.

Creswell, John W. (1998), *Qualitative Inquiry and Research Design*, India: New Delhi.

Douglas, Jack D. (1976), *Investigative Social Research*, UK: London.

Ghosh, B. N. (1985), *Scientific Method & Social Research*, 3<sup>rd</sup> edition. India: New Delhi.

Goode, William J. and Poul K. Hatt (1981), *Methods in Social Research*, Singapore: McGraw-Hill Book Company.

Gupta, S. (1993). *Research Methodology and Statistical Techniques*, New Delhi: Deep and Deep Publications.

Hannagan, T. J. (1986), *Mastering Statistics*, 2<sup>nd</sup> edition. London: Macmillan.

Hobbs, Nicholas (1968) "Ethical Issues in the Social Science", in David Sills (ed.), *International Encyclopaedia of the Social Sciences*, Volume 5. New York: The Macmillan Company and the Free Press.

Iyengar, T.K.S., Rao, Ramakrishna, M. and Chary, S.L.V. (ed.) (1978), *Techniques of Technical Report Writing*, New Delhi: Allied Publishers Private Limited.

Khaleque et al. (1990) *A text book on Research Methodology in Social Science*. Dhaka: Hasan Book House.

Langer, Elinor (1966) Human Experimentation: New York Verdict Affirms Patient's Rights, *Science* 152:663-666.

Mian, Muhammad Ali (1984), *An Introduction to Statistics*, 4th ed. Dhaka: Ideal.

Mir Obaidur Rahman, *Introductory Quantitative Methods: A Policy Approach*.

Mostafa, M.G. (1981), *Methods of Statistics*, 2<sup>nd</sup> ed. Dhaka: Anwari-2

Naiman, Arnold (1977), *Understanding Statistics*, 2<sup>nd</sup>ed. New York: McGraw-Hill,

Sharma, R. D. (1988), *Research Methodology in Social Sciences*, 1<sup>st</sup> ed. India: New Delhi.

### **Module -03: Public Policy and Governmental Business Process**

The Constitution of the People's Republic of Bangladesh

Halim, Md. A. ( 2008), *Constitution : Constitutional Law and Politics*, Dhaka: CCB Foundation

Kamal, M. ( 1994), *Bangladesh Constitution: trends and issues*, Dhaka: University of Dhaka

Perry, J. L. and Toonen, Th. A. J.( 1996), *Civil Service in Comparative Perspective*, Indiana : Indiana University Press

Raadschelders, J. C. N., Tooner, T.A. J. and Meer, F.M.V. (Eds) (2007), *The Civil Service in The 21<sup>st</sup> Century: Comparative Perspective*, New York: Palgrave Macmillan,

Drucker, P. F. (2006), *Innovation and Entrepreneurship*, New York: Harper and Row Publications

Davila, T., Epstein, M, and Shelton, R.(2012), *Making Innovation Work*, New Jersey : FT Press,

Nye (Jr.) J.S., Donahue, J. D.,(Eds.) (2000), *Governance in a Globalizing World*, Brooking University press

MTSD (2000), *Promoting Good Governance*, UK: Commonwealth Secretariat

Kraft, M. E., Furlong, S.R.( 2012), *Public Policy: Politics Analysis and Alternatives*, UK: SAGE Publications

Birkland, T. A. (2010), *An Introduction to the Policy Process: Theories, Concepts and Models of Public Policy Making*, New York : Routledge

#### **Module-04: Public Service Management**

Batley, R. (1999) *The Role of Government in Adjusting Economies: An Overview of Findings*, IDD, University of Birmingham.

Collins, P. and Kaul, M. (1995), 'Governments in transition: towards a new public Management'. *Public Management and Development*, Vol. 15 (3): 201-208.

Caiden, G. E. (1991) *Administrative Reform Comes of Age*, Berlin, Walter de Gruyter.

Hill, C.W.C. and Jones, G.R. (2001) *Strategic Management: An Integrated Approach* (5<sup>th</sup> edition), Boston, Houghton Mifflin Company.

Khan, M. M. (1998) *Administrative Reforms in Bangladesh*, Dhaka, The University Press Limited.

Osborne, D. and T. Gaebler (1992) *Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector*, Reading, Addison Wesley.

PARC (2000) *Public Management for 21st Century: Report of the Public Management Reform Commission*, Bangladesh, Dhaka.

Schacter, M. (2000) *Public Sector Reform in Developing Countries: Issues, Lessons and Future Directions*, Policy Branch, Ottawa, CIDA, Ottawa.

Schick, A. (1998) 'Why Most Developing Countries Should Not Try New Zealand's Reforms', *World Bank Research Observer*, 13(1): 85-92.

UN (2003) *Leadership and Social Transformation in the Public Sector: Moving from Challenges to Solutions*, Department of Economic and Social Affairs, Division for Public Management and Development Management, New York, United Nations.

UNDP (1993) *Report on Public Management Sector Study in Bangladesh*, New York, United Nations Department of Development Support and Management Services, New York, United Nations Development Programme.

#### **Module 05 and 6: Development Management and Poverty Reduction: Bangladesh Perspective**

Amelia U. Santos-Paulino (2004): "Trade Liberalization and the Balance of Payments in Selected Developing Countries," Manchester School, University of Manchester, vol. 72(1), pages 100-118, 01

Arndt, Sven W et al, (ed 1985) *Exchange Rates, Trade and the U.S. Economy*, Cambridge: Ballinger Publishing Company

Asian Development Bank (2009), *Macroeconomic Management and Government Finance*, Oxford University Press, India

Bangladesh Bank, Statistics Department, Annual Report, Various issues

Bangladesh Bank, Statistics Department, Monthly Economic Trends, Various issues

Benigno, Gianluca (2004). Real Exchange Rate Persistence and Monetary Policy Rules. *Journal of Monetary Economics*, 51:473-502.

Bernanke, Ben, and Posen, Adam (1999). *Inflation Targeting: Lessons from the International Experience*. Princeton University Press.

Bhattacharya, B.B.(2006): *Macroeconomic Reforms, Growth and Stability*, Oxford University Press, India

Clarida, Richard, Gali, Jordi, and Gertler, Mark (2000). Monetary Policy Rules and Macroeconomic Stability: Evidence and Some Theory. *Quarterly Journal of Economics*, 115:147-180.

Clarida, Richard, Gali, Jordi, and Gertler, Mark (2001). Optimal Monetary Policy in Open versus Closed Economies: An Integrated Approach. *The American Economic Review*, 91:248-252.

- Clarida, Richard, Gali, Jordi, and Gertler, Mark (2001). The Science of Monetary Policy: A New Keynesian Perspective. *The Journal of Economic Literature*, 37:1661-1707.
- Corsetti, Giancarlo, and Pesenti, Paolo (2005). International Dimensions of Optimal Monetary Policy. *Journal of Monetary Economics*, 52:281-305.
- Dasgupta, Dipak and Supriyo De. 2011. "Fiscal Deficit," in *New Oxford Companion to Economics in India*. Kaushik Basu and AnnemieMaertenseds. New Delhi: Oxford University Press.
- Desai, Padma (ed. 1997) *Going Global: Transition from Plan to Market in the World Economy*, Cambridge: The MIT Press
- Ephraim, Kleiman (2010): Externalities and Public Goods in the Talmud, *The Oxford Handbook of Judaism and Economics*, DOI:10.1093/oxfordhb/ 9780195398625.013.0005, The Oxford University Press, India
- Estimates Based on a New Measure of Fiscal Shocks.” National Bureau of Economic  
 GOB, External Resources Division (ERD), Aid Management in Bangladesh-2011  
 GOB, External Resources Division, Flow of External Resources into Bangladesh, Various issues  
 GOB, Ministry of Finance, Bangladesh Economic Review-2013
- Hanson, J.L. and Orchard, E.W (1983) *Monetary Theory and Practice*, London and plymouth: The English Language Book Society and Mac Donald & Evans Ltd.
- Iacoviello, Matteo (2005). House Prices, Borrowing Constraints, and Monetary Policy in the Business Cycle. *American Economic Review*, 95(3):739-764. <http://ideas.repec.org/a/aea/aecrev/v95y2005i3p739-764.html>
- Jhingan, M.L (1998) *Micro Economic Theory*, Delhi: Vrinda Publications (p) Ltd.
- Kumar, Rajiv and AlamuruSoumya. 2010. "Fiscal Policy Issues for India after the Global Financial Crisis (2008-2010)." *Asian Development Bank Institute, Working Paper No. 249*.
- Lachmann, Ludwig M.(1969): "Methodological Individualism and the Market Economy," In *Roads to Freedom: Essays in Honour of Friedrich A. von Hayek*, edited by Eric Streissler, et al., pp. 89-10. London: Routledge & Kegan Paul
- Lulsey, Jane (ed. 2002) *International Economic Regulation*, Burlington: Ashgate Publishing Company.
- Mankiw (2007) *Macroeconomics*
- Mankiw, N. Gregory (1998): *Principles of Economics*, The Dryden Press (Tokyo)
- McConnell, Campbell R. and Stanley Brue (2004): *Principles of Economics*, sixteenth edition, New York: McGraw-Hill / Irwin  
*Millennial Edition*, Volume 3, edited by Susan Carter, et. al. New York: Cambridge University Press.
- Murshed, Syed Mansoob (1997) *Macro Economics For Open Economics*, London: The Dryden Press.
- Parveen, Farida (2005) "Currency Devaluation as a Strategy for Export Promotion and Resource Reallocation Toward the Tradable Goods Sector", *Bank Parikrama-A Journal of Banking & Finance*, Vol 30, No. 1.
- Rajan, Ramkishen S. (2009): *Monetary, Investment and Trade Issues*, Oxford University Press, India
- Ray, Partha (2013): *Monetary Policy*, The Oxford University Press, India
- Ray, Partha(2013): *Monetary Policy*, The Oxford University Press, India.  
 Research Working Paper Number W13264. Cambridge, Massachusetts.
- Richard G. Lipsey et al. (1990): *Economics (9th edition)*, Longman Higher Education; ISBN-13: 978-0060439088
- Romer, Christina and David Romer. 2006. "The Macroeconomic Effects of Tax Changes:
- Samad (2009) *Macroeconomic Stability and Investment Opportunity in Bangladesh*, Paper Presented at Investment Conference and Road Show on Power and Energy Projects, Millennium Gloucester Hotel & Conference Centre, London, 15-16 December 2009
- Samuelson, Paul. A and Temin, Peter (1976) *Economics*, Tokyo: Mc Graw-Hill Kogakusha Ltd.
- Sen, Amartya (2006): *Development as Freedom*, Oxford University Press, New Delhi
- Sikder, Soumyen (2011): *Principal of Macroeconomics (Second Edition)*, Oxford University Press, India
- Taylor, John (1999). *A Historical Analysis of Monetary Policy Rules*. In: *Monetary Policy Rules*, Chicago: The University of Chicago Press.
- Todaro, Michael P, (1992) *Economic Development in the Third World*, New York & London: Longman
- UNDP, *Human Development Report -2013*.
- Wallis, John Joseph, and Daniel K. Benjamin. 1981. "Public Relief and Private Employment in the Great Depression," *Journal of Economic History* 41 (March): 97-102.

Wheelock, David. 2006. "Monetary Policy" in *Historical Statistics of the United States*,  
Wicker, Elmus. 1966. *Federal Reserve Monetary Policy, 1917-1933*. New York.  
GED (2012, 2013-14), SFYP, PP, Vision 2021, SDG, MDG.

### **Module 07: Project Management**

Bryant, Coralie and Louise G. White (1982). : *Managing Development in the Third World*. Westview Press Inc., Boulder, Colorado.

Cleland, David I. and King, William R. (1985). : *Systems Analysis and Project Management*. McGraw-Hill Book Company, International Student Edition, Humburg ..... New Delhi.

Chndha, Skylark (1989). : *Managing Projects in Bangladesh: A Scenario Analysis of Institutional Environment for Development Projects*. University Press Limited, Dhaka.

Farid, Shah Mohammad (2002). "Problems of Project Management in Bangladesh". Planning Commission, Ministry of Planning, Government of the People's Republic of Bangladesh, Dhaka.

Government of the People's Republic of Bangladesh (2003). : *Bangladesh: A National Strategy for Economic Growth, Poverty Reduction and Social Development*, Economic Relations Divisions, Ministry of Finance, Dhaka.

Imam, Kazi Hasan. (2005).: *Designing A Comprehensive Framework for Combating Development Project Management Problems in Bangladesh*, BPATC, Savar, Dhaka.

### **Module 08: Procurement Management**

Government of the People's Republic of Bangladesh (2003). : *Public Procurement Regulation 2003*, Dhaka  
Government of the People's Republic of Bangladesh (2006). : *Public Procurement Act 2006*, Dhaka

### **Module 9: Environment and Disaster management**

Anil Agarwal, Sunita Narayan, *Global Warming in an Unequal World: A Case of Environmental Colonialism*, Centre for Science and Environment, New Delhi, 1998.

ADAB, *Environment and Development: Bangladesh NGOs Perspective on Policy and Action*, UNCED Publication, 1992.

Bangladesh Centre for Advance Studies, *Forest Resource in Bangladesh, Issues Problem and Prospect*, BCDS Publication, 1989.

Bill McKibben, *The End of Nature*, 1989

Geruter Pauli, *The Blue Economy*, 2010

Golam Monowar Kamal, *Selected Terms on Environmental Management in Bangladesh*, University Press Ltd, Dhaka, 1998.

Hasan, S. M., Baki, A. And Islam, J. (2015), *A Study of Policy Makers Understanding of and Responses to Climate Change in Bangladesh*, Dhaka: BPATC.

Imam, Kazi Hasan. *Environmental Protection and Sustainable Development: Bangladesh Perspectives*, 1<sup>st</sup> Edition, Paragon Publisher, Dhaka.

Jeremy Legget. (Edited ) *Global Warming: The Green Peace Report*, Oxford University Press, 1999.

L. Hunter Lovius and Boyd Cohen, *Climate Capitalism: Capitalism in the Age of Climate Change*, 2011

M Salar Khan, (Edited) *Wetlands of Bangladesh*, BCAS Publication, 1998.

MS Hussain, (Edited) *Improving Soil Management for Intensive Cropping in the topics*, Dhaka, Bangladesh, 1998.

Nigel Lawson. *An Appeal to Reason: A Cool Look of Global Warming*, 2008

Peter Diamandis and Steven Kotler, *Abundance: The Future is Better than you Think*, 2012

Rafiqul Huda Chowdhury, *Urbanization in Bangladesh*, CUS Publication, Dhaka University, 1988.

Roushan Jahan (Edited), *Environment and Development: Gender Perspective*, University Press Ltd. 1998.

Shapan Adnan, *Floods: People and the Environment*, Research and Advisory Resources, Dhaka, 1999.

Ted Hanisch. (Edited) *A Comprehensive Approach to Climate Change*, CICERO Publication, 1999.

Torgerson, D. (1995) 'The uncertain quest for sustainability: public discourse and the politics of environmentalism' in F. Fisher and M. Black (ed.) (1995) *Greening Environmental*.

WRI, Bio-diversity Prospecting: Genetic Resources for Sustainable Development, World Resources Institute Publication, New York. 1993.

World Bank, Development and Environment: World Development Report 1992, WB Leister R. Brown, State of the World 1994: A World Watch Report on the Progress Towards a Sustainable Society.

Paul Esisherman, Eyes Wide Open: Going Behind the Environmental Headlines, 2014

Al Gore, Our Choice: A Plan to Solve the Climate Crisis, 2009

Sonali Deraniyagala, Wave: Live and memories after the Tsunami, 2013

General Economic Division, Planning Commission of Bangladesh, National Sustainable Development Strategy, 2013

### **Module 10: Conflict Management and Negotiation**

Brams, Stevens J. (1999), *The win-win solution*, U.K., W.W. Norton.

CDD (1999), *CDD Negotiating Strategies for the Development*, Dhaka, CDD.

Chase, K. Pamela (2004), *Earth Negotiation*, USA, U.N University Press.

Clements, Benedict et al (2005), 'Can Debt Relief boost Growth in Poor Countries', *Economic Issues-11*, IMF

Evans. Erio (2003), *Mastering Negotiations*, India, Viva Books

Fleming, Peter (2003), *Negotiating is a week*, UK, Hodder & Straights

Lewthwaite, Julie (2003), *Negotiate to Succeed*, India, Viva Books.

Schinasi, Garry J (2005), 'Preserving Financial Stability', *Economic Issues-34*, IMF

Slaughter, Mathew J (1997), 'Does Globalization Lower wages and Export Jobs', *Economic Issues-11*, IMF

Borisoff, D., and D.A. Victor. *Conflict Management: A Communication Skills Approach*, 2<sup>nd</sup> ed. Boston: Allyn and Bacon, 1998.

Daft, R.L. *Organizational Theory and Design*. St. Paul, MN: West, 1992.

Miller, G.R., and M. Steinberg. *Between People: A New Analysis of Interpersonal Communication*. Chicago: Science Research Associates, 1974.

Nurmi, R., and J. Darling. *International Management Leadership*. New York: International Business Press, 1997.

Avruch, K., P. Black, and J. Scimecca. 1991. *Conflict Resolution: Cross-Cultural Perspectives*. New York: Greenwood Press.

Deutsch, Morton. 1973. *The Resolution of Conflict: Constructive and Destructive Processes*. New Haven, CT: Yale University Press.

Shelton, C.D., and J.R. Darling. "From Chaos to Order: Exploring New Frontiers in Conflict Management." *Organization Development Journal* 22, no. 3 (2004): 22-41.

Terry, P.M. "Conflict Management." *Journal of Leadership Studies* 3, no. 2 (1996): 3-21.

Thomas, K.W., and R.H. Kilmann. *Thomas-Kilmann Conflict Mode Instrument*. Sterling Forest, NY: Xicom, Inc., 1974.

Kremenjuk, V.A. (ed.) 1991. *International Negotiation: Analysis, Approaches, and Issues*. San Francisco: Jossey-Bass.

### **Module 11: Verbal Competency and Development Debate**

Deanna D. Sellnow (2000) *Public Speaking A Process Approach*, Thomson Wadsworth: USA

Gimson, A.C (1989) *An Introduction to the Pronunciation of English*, Fourth Edition, ELBS, London.

Greenbaum (1985). *A Comprehensive Grammar of English Language*, London.

Hornby, A.S (2009) *Oxford Advanced Learner's Dictionary of Current English*, OUP: Oxford.

Munter, Mary; Russel, Lynn (2000) *Guide to Presentations*, Person: Delhi

Osborn, Osborn (2000) *Public Speaking*, Houghton Mifflin Company: USA

Rivers, Wilga M. (1968). *Teaching Foreign Language Skills*, Chicago: The University of Chicago Press

*Write Better, Speak Better-Reader's Digest*

**Module 12: ICT and e- Governance.**

Bouwman, H et al (2005). Information & Communication Technology in Organizations. London: SAGE.

Imran, A, Gregor, S and Turner, T. (2013) eGovernment Management for Developing Countries. Canberra: NCISR.

Murray, K (2006). First Look 2007 Microsoft Office System. Washington: Microsoft Press.

Islam, Tariqul: Computer Trouble Shooting. Gyankosh Prakashoni, Dhaka

Bayroze, A.Frozen: Data Communication & Networking

Nance, Barry: Data Communication & Networking.

**NOTE**

---