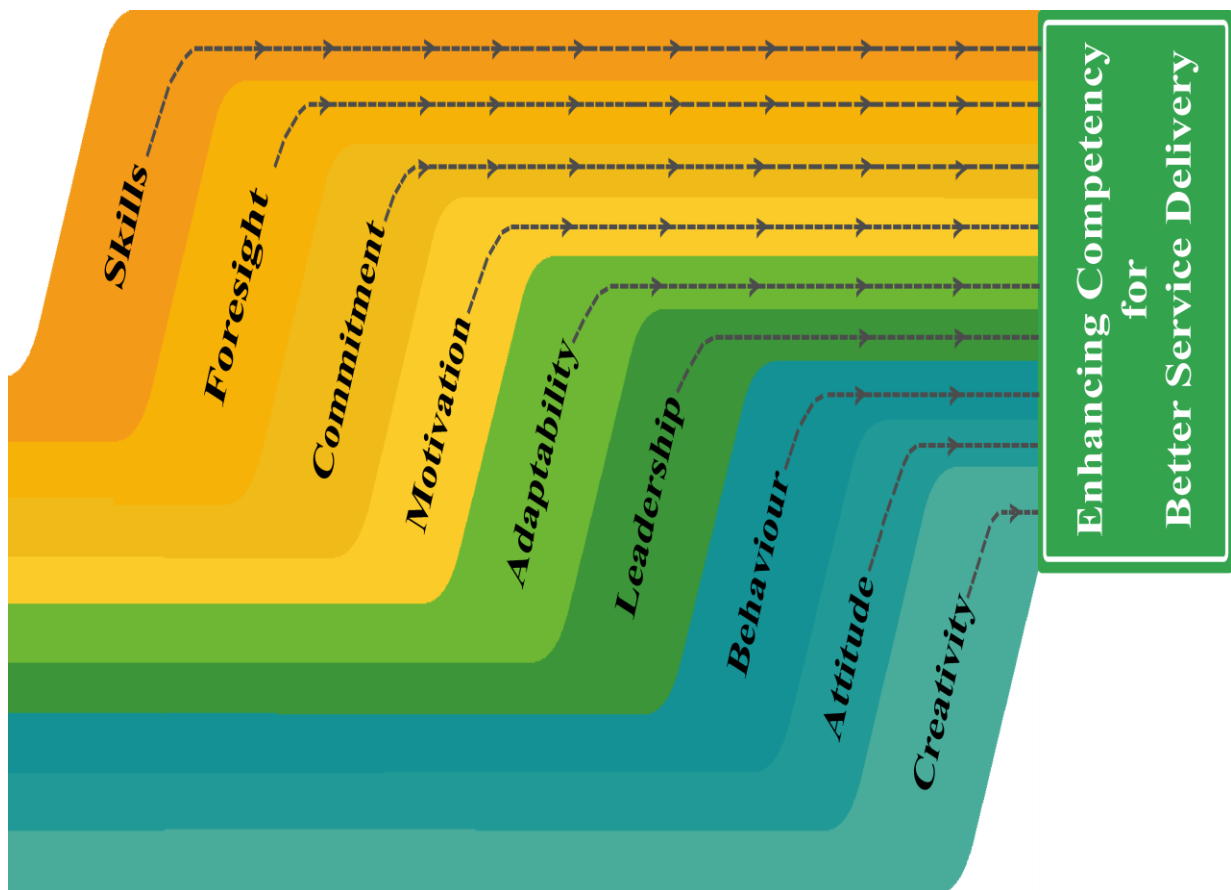


116th Advanced Course on Administration and Development

(06 August - 04 October 2017)

COURSE GUIDELINES



Bangladesh Public Administration Training Centre

Savar, Dhaka 1343

www.bpatc.org.bd

116th Advanced Course on Administration and Development

(06 August – 04 October 2017)

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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, proactiveness 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 116th ACAD has been selected as, **“Enhancing Competency for Better 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. Research Methodology
3. Seminar Paper
4. Governmental Business Process
5. Public Service Management
6. Development Management
7. Poverty Reduction: Bangladesh Perspective
8. Project Management
9. Procurement Management
10. Environment and Disaster Management
11. Conflict Management and Negotiation
12. Improving Language Skills
13. ICT & e-Governance
14. Attachment/Organization Visit Programme
15. Contemporary Issues
16. Foreign Exposure Visit

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	33
3	Attachment/Organization Visits Programme	03
4	Data Collection for Seminar Paper	02
5	Total Working Days	40
6	Weekends, National Day and Public Holidays	20
	Total Days	60

9.0 Tentative Daily Schedule of Sessions*

Time	Sessions
06:00-07:00*	Morning Physical Exercise
08:30-09:30	1 st Session
09:40 – 10:40	2 nd Session
10:40 – 11:05	Health Break
11:05 – 12:05	3 rd Session
12:15 – 13:15	4 th Session
13:15 – 14:15	Lunch & Prayer
14:15 – 15:15	5 th 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	Research Methodology	25	-	25
3	Writing Seminar Paper	100	-	100
4	Governmental Business Process	50	25	75
5	Public Service Management	75	-	75
6	Development Management		50	50
7	Poverty Reduction: Bangladesh Perspective		50	50
8	Project Management	-	50	50
9	Procurement Management	-	50	50
10	Environment and Disaster Management	-	50	50
11	Conflict Management and Negotiation	-	50	50
12	Improving Language Skill	25	-	25
13	ICT &e-Governance	25	25	50
14.	Attachment/Organization Visits Programme	-	50	50
15.	Contemporary Issues	50	-	50
16.	Foreign Exposure Visit	-	50	50
17.	RECAP*	50		50
18.	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)		-	
Grand Total		550	450	1000

*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.

COURSE CONTENTS

Module-01: Behavioural Governance & Spirit of Liberation War

Module Director: Md. Abdul Hakim, Director (Public Administration)

Evaluation: Individual Assignment (50 Marks)

Objectives: The participants will be able to:

- Understand 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&D
01.02	02	Prevention of Corruption and Unethical Behavior	GS	L&D
01.03	02	National Integrity Strategy: Implementation Challenges	Baki	Workshop
01.04	02	Strategies for Implementing Spirit of Liberation War	GS	L& D

Module 2: Research Methodology

Module Director: Dr. Md. Shafiqul Haque

Evaluation Method: Individual Assessment (25)

Objectives: Acquainted participants with the research methodology, learn how to prepare research proposal, conduct research, collection data, data analysis and prepare research report.

Overall Task: A two days research methodology workshop will be conducted where trainees will be acquainted with the basics of research methodology, how to prepare research proposal, conduct research, collect data, analyse data and prepare research report.

Module 3: Seminar Paper

Module Director: Dr. Rizwan Khair, MDS (P&S)

Evaluation: Individual Assignment (100 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
3.1	01	Writing Seminar Paper: Title, Objective, Statement, Research Question and Methodology.	Dr. Rizwan	L & D
3.2	15	Session with Mentor	Mentor	Panel Discussion
3.3	10	Seminar Paper Presentation	External Evaluator and Internal Evaluator	

*Details seminar paper writing guideline placed in Annex-1

Module 04: Governmental Business Process

Module Director: Ranjit Kumar Sen, Member Directing Staff (M&D)

Evaluation: Individual Assignment (50 Marks), Group Assignment (25 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
4.1	03	Public Policy Process and Policy Exercise	Khair	L & D
4.2	01	Inter-ministerial Consultation	Ranjit/GS	L&D
4.3	02	Summary for the Cabinet	Ranjit/GS	D&E
4.4	02	Disclosure and Right to Information	GS	L&D
4.5	02	Business Process Re-engineering	GS	L&D
5.6	02	Annul Performance Agreement (APA)	GS	L&D

Module 05: Public Service Management

Module Director: Mohammad Rezaul Karim PhD, Deputy Director (International Programme)

Evaluation: Individual Assignment (75 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
5.1	01	Changing Trends of Public Service Management and Reform Initiatives	Sharif	L & E / L & GW
5.2	01	Leadership	Faculty member/GS	L & E / GW
5.3	02	Team Building	Dr. Reza/GS	L & D
5.4	01	Total Quality Management for Improving Public Service Delivery	Enam	L & D

5.5	02	Innovation in Public Service	Mallick	L & RP/GW
5.6	01	Concept and Process of Strategic Management	Dr. Rizwan	L & E/GW
5.7	02	Techniques of Strategic Planning: SWOT and PEST Analysis, Devising Strategy	Dr. Rizwan	L & D
5.8	02	Grievance Redress System	GS	L & D

Module 06: Development Management

Module Director: Banik Gour Sundar, Member Directing Staff (D&E)

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
6.1	02	Analysis of Key Macro-economic Variables of Bangladesh	Banik	L & D
6.2	02	Financing for Development in Bangladesh	GS	L & E
6.3	01	Financial Inclusion: Challenges & Opportunities	Rector	L & D
6.4	02	Financial Sector Reform	GS	L&D
6.5	02	Development Planning in Bangladesh: Vision 2021; Perspective Plan & 7FYP	Baki	L&E
6.6	02	Sustainable Development Goals (SDGs)	GS/Baki	L&GW

Module 07: Poverty Reduction: Bangladesh Perspective

Module Director: Abdul Baki, Director (PPR)

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
7.1	Workshop 1 Day	Poverty Reduction Approaches in Bangladesh	Banik/ Baki/ Faculty member /GS	Workshop
7.2		The Political Economy of Social Safety Net Programmes		
7.3		National Social Security Strategy (NSSS)		
7.4		Major Poverty Reduction Strategies: Ekti Bari Ekti Khamar, Old age allowance and etc.		

Module 08: Project Management

Module Director: Dr. Muhammad Abu Yusuf, MDS (M&PA)

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
8.1	02	Project Preparation Guidelines in Bangladesh	GS	L & D
8.2	02	Challenges of Project Management in Bangladesh	GS	L & GE
8.3	02	Management of Mega Projects: A Case of Padma Bridge	GS	L& GW
8.4	02	Result Based Management	Dr. Yusuf	L & GW

Module 09: Procurement Management

Module Director: Md. Zaydul Hoque Molla ndc, Member Directing Staff (Project)

Evaluation: Group Assignment (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
9.1	1 Day Workshop	Overview on PPA 2006 and PPR 2008	Banik/ Molla	Workshop
9.2		Steps of Public Procurement: Works, Goods and		
9.3		Tender and Proposal Evaluation		
9.4		Exercise on Proposal Evaluation		

Module 10: Environment and Disaster Management

Module Director: Dr. Mohd. Shahadt Hossain Mahmud, MDS (R&C)

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
10.1	02	Natural Resources Management and Conservation of Bio-diversity	Dr. Mizan	L & D
10.2	02	Integrated Disaster Management in Bangladesh	Rector	L & D
10.3	02	Climate Change Adaptation and Mitigation Strategy and Implementation Plan 2009	Dr. Shahadt	L & D

Module 11: Conflict Management and Negotiation

Module Director: Tahsinur Rahman, Director (Evaluation)

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
11.1	01	Understanding Organizational Conflict & Conflict Resolution	GS	L& RP
11.2	01	Techniques of Writing MoU and Agreement	Dr. Yusuf	L & E
11.3	01	Effective Negotiation: a. Preparation for Negotiation b. Conducting Negotiation c. Concluding Negotiation	GS	L&E
11.4	One Day	Simulation on Negotiation	GS	Simulation

Module 12: Improving Language Skill

Module Director: A.F.M. Amir Hussain, Deputy Director (Publication)

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
12.1	01	Techniques of Enhancing Professional English Writing Skills	Masum/Amir	D & E
12.2	02	English Writing Skills: Practice Sessions	Masum/Amir	D & E
12.3	04	English Speaking: Practice Sessions	Masum	P & E
12.4	02	Enhancing Presentation Skills	Masum	P & E
12.5	06	Extempore Speech	Razzaque/Masum	P & E
12.6	02	Bangla Spelling & use of proper words/phrases	GS	L & E
12.7	02	Enhancing Listening Skills	Masum	E
12.8	01	Art of Public Speaking	Dr. Yusuf	L&E

*Recap sessions will be evaluated by CMT in 50 Marks

Module 13: ICT & E-Governance

Module Director: Md. Zakir Hossain, Director (LTA)

Evaluation: Individual Assignment (25 marks), Group Work (25 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
13.1	01	Digital Bangladesh: Making Vision Reality	GS	L & P
13.2	02	Service Delivery through ICT in Bangladesh: National Web Portal & UDC	A2i, Zakir, Rustom, Rabbani	Exercise
13.3	1	e-Nothi	Zakir	L & P
13.4	1	e-GP	GS	L & D
13.5	05	Learning uses of Microsoft Office (Practice Session)	Tanjur/ Rustom/ Rabbani	Practice Session

Module 14: Attachment / Organization Visit Programme

Module Director: Dr. Md. Zohurul Islam, Deputy Director (Research)

Duration of Attachment: 3 Days

Evaluation Method: Group Report 50 Marks

Objectives: To enable the participants to

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

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

Module 15: Contemporary Issues*

Module Director: Mr. Abdul Baki

Evaluation Method: Individual Assignment (50 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
15.2	02	LDC Graduation: Bangladesh Perspective	GS	L & D
15.3	02	Maritime Boundary and Challenges of Exploring Economic Potentials for Bangladesh	GS	L & D
15.4	02	Linking of Innovations in Public Service Management	GS	L & D

Session Code	Session hour(s)	Topic	Resource person	Training Method
15.5	02	WTO	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	AID Effectiveness / Management	GS	L & D
15.10	02	Public Private Partnership	GS	L & D
15.11	02	Transparency and Accountability in Administration	GS	L & D
15.12	02	Universel Health Coverage	GS	L&D
15.13	02	Gender and Development	Faculty/GS	L&D

* Subject to include or exclude.

Module 16: Foreign Exposure Visit

Module Director: Senior Faculty Member of the exposure visit team

Duration of Visit: Ten (10) days

Evaluation: Group Report (50 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. On return they will present their experiences in a feedback seminar at the BPATC. 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 in the country will be visited.

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/ Structure/ Linkage of the Report	Language, References and Style	Ability to Identify the Problem, Internal Consistency, Analytical Ability and Relevance of Contents	New Insights/ Ideas	Oral Presentation	Question 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:

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

3 rd Week (Thursday):	Progress report submission (Revised version of Chapter-I: Background/Introduction and Draft of Chapter -2: Literature Review).
4 th week (Thursday): (Presentation)	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 th week (Thursday):	Field visit and Data collection
6 th 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 th week (Thursday): (Presentation)	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 th Week (Sunday): (Monday, Tuesday & Wednesday) (Final Presentation)	Submission of Final Report and Presentation before the Evaluator (External &Internal)

Profile of Rector



Dr. M Aslam Alam is the Rector of Bangladesh Public Administration Centre (BPATC) & Senior Secretary to the Government of Bangladesh. Prior to his current appointment, Dr. Alam served as Rector, BCS Administration Academy. Before that he was the Secretary, Bank and Financial Institutions Division (BFID) of the Ministry of Finance, Government of Bangladesh. Before assuming that position he was the Secretary of the Ministry of Disaster Management and Relief (MoDMR) of the Government of Bangladesh. Previously, he was the Director General of the Department of Land Records and Surveys, where he pursued formulation and implementation of a land digitization strategy and action plan, involuntary resettlement as well as land use planning. Previously, he was the Director General-3 at the Prime Minister's Office. Prior to that, Dr. Alam was on lien to UNDP/UNOPS from October 2004 to July 2008, and worked as Senior Program Manager of the Comprehensive Disaster Management Programme (CDMP).

Dr. Alam is a career civil servant and started his career in the administrative service of Bangladesh. At the field level, he has served as Assistant Commissioner at Faridpur, Gopalganj, Jamalpur and Chittagong Districts. He worked as Upazila Nirbahi Officer and Additional Deputy Commissioner at Chandpur District. He was a faculty member (Deputy Director) of BCS Administration Training Academy as well. He also served as Deputy Secretary at the Ministry of Establishment and Project Director of two projects under the Ministry of Primary and Mass Education.

Dr. Alam obtained his PhD in Social Science and Policy (Environmental Policy) from the University of New South Wales at Sydney, Australia. Prior to doing PhD, he did an MA in International Relations with specialization in international economic cooperation at the International University of Japan (IUJ). He originally graduated from the University of Dhaka, Bangladesh. He obtained his M. Com and B. Com (honours) degrees in Accounting. He has undergone a number of professional training at home and abroad. He has presented numerous papers at various academic and professional conferences/ seminars/ workshops at home and abroad. He has published extensively in professional journals on training and development, public administration, climate change and disaster reduction and environmental protection.

Annex 4

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)	Shahadt
5.	Banik Gour Sundar	MDS (D&E)	Banik
6.	Dr. Muhammad Abu Yusuf	MDS (M&PA)	Yusuf
7.	Dr. Rizwan Khair	MDS (P&S)	Rizwan
8.	Tahsinur Rahman	Director	Tahsin
9.	Md. Abdul Hakim	Director	Hakim
10.	Abdul Baki	Director	Baki
11.	A. K. M. Enamul Haque	Director	Enam
12.	Mallick Sayeed Mahbub	Director	Mallick
13.	Md. A. Razzaque Sarker	Director	Razzak
14.	Kazi Hassan Imam	Director	Imam
15.	Md. Shafiqul Haque	Director	Shafiq
16.	Dr. S.M. Zobayer Enamul Karim	Director	Zobayer
17.	Md. Moshour Rahman	Director	Moshour
18.	Md. Golam Mahede	Director	Mahede
19.	Md. Zakir Hossain	Director	Zakir
20.	A.F.M. Amir Hussain	Deputy Director	Amir
21.	Mohammad Razibul Islam	Deputy Director	Razib
22.	Dr. Md. Mizanur Rahman	Deputy Director	Mizan
23.	M. Arifur Rahman, PhD	Deputy Director	Dr. Arif
24.	Dr. Mohammed Amjed Hossain	Deputy Director	Amjed
25.	Md. Jahidul Islam	Deputy Director	Jahid
26.	Md. Atikuzzaman	Deputy Director	Atik
27.	Mohammad Saiful Islam	Programmer	Saiful
28.	Dr. Md. Zohurul Islam	Deputy Director	Zohur
29.	Dr. Rokeya Fahmida	Deputy Director	Dr. Fahmida
30.	Mohammad Rezaul Karim, PhD	Deputy Director	Reza
31.	Mostak Ahmed	Deputy Director	Mostak
32.	Md. Sharif Hasan	Deputy Director	Sharif
33.	Md. Abul Basher	Deputy Director	Basher
34.	ATM Arif Hossain	Deputy Director	Arif
35.	Hasan Murtaza Masum	Deputy Director	Masum
36.	Dr. Md. Mostafizur Rahman	Medical Officer	Mostafiz
37.	Dr. Md. Araf Zawad	Assistant Director	Zawad
38.	Tanjur Ahmed Joarder	Assistant Programmer	Tanjur
39.	Mohammad Masum Rahman	Assistant Programmer	Masum
40.	Md. Rustom Rabbani	Assistant Programmer	Rustom

Annex -5

Important Contact Numbers

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

www.bpatc.org.bd

Sl. No.	Name	Designation	Telephone/Ext./ Mobile/e-mail
1.	Dr. M Aslam Alam	Rector	7745028, PABX Ext. 4101 rector@bpatc.org.bd
Course Management Team			
2.	Banik Gour Sundar	MDS (D&E) & Course Advisor	Cell: 01756595005
3.	Abdul Baki	Director (PPR) & Course Director	Cell: 01715 108 363
4.	Dr. Md. Zohurul Islam	Deputy Director & Course Coordinator	Cell: 01716458964
5.	Ms. Nasrin Akter	Assistant Director & Course Coordinator	Cell: 01767818179
Administration and Support Staff			
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 Cell: 01932791761/ 01552444675
9.	Md. Sohrab Hosen	Assistant Director (Dormitory)	PABX: Ext.4145 Cell: o1710842740
10.	Md. Aminur Rahman	Supervisor Dormitory -1	PABX Ext. 4701 Cell: 01716610525
11.	Md. Shiraj	Class Room Attendant	Cell: 01726135066
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.	Please Press 9 for any telephonic directory.		

List of Participants

S.L	Participant Name	Cadre	Cadre ID	Cell	E-mail
1.	Mohammad Altaf-Ul-Alam	BCS (Administration)	6358	01921457831	
2.	Lalita Rani Barman	BCS (Livestock)		01730038034	
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5.	Ali Muhammad Omar Faruque	BCS (Fisheries)	7863	01712192069	alimuhammadof@gmail.com
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8.	Md. Moniruzzamn	BCS (Fisheries)	7861	01711 66 00 83	monitang64@yahoo.com
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29.	Sayedafroz	BCS (Administration)	6888	880 1 552 455 640	sayedaafroz@yahoo.com
30.	Md.Salim	BCS (General Education)	7870	01715015627	m.salim011965@gmail.com @gmail .com
31.	Altaf Hossain Sheikh	BCS (Administration)	6715	01521520940	altaf6715@gmail.com
32.	Mohammed Mizanur Rahman Siddiquee	BCS (Fisheries)	7864	01717537821	mizansiddiquee@yahoo.com
33.	Iqbal Hossain Chaklader	BCS (Livestock)	7884	01845003833	chakladerbau@gmail.com
34.	M Shamsul Alam			01716124199	shamsulbd8687@gmail.com
35.	Ayesha Haq	BCS (Administration)	15143	01700923743	

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.

আজ্ঞারক্ষণ ও সাফল্য।

Module-02 and 3: Research Methodology and Seminar Paper Writing

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

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Hannagan, T. J. (1986), *Mastering Statistics*, 2nd 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.

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Naiman, Arnold (1977), *Understanding Statistics*, 2nded. New York: McGraw-Hill,

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

Module -04: 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 21st Century: Comparative Perspective*, New York: Palgrave Macmillan,

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

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Write Better, Speak Better-Reader's Digest

ভাষা-প্রকাশ বাঙ্গালা ব্যাকরণ, ড. সুনীতিকুমার চট্টোপাধ্যায়, রূপা, কলকাতা ১৩৯৬

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ব্যাকরণ মঞ্জরী, ড. মুহম্মদ এনামুল হক, মাওলাব্রাদার্স, ২০০৩

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NOTE
