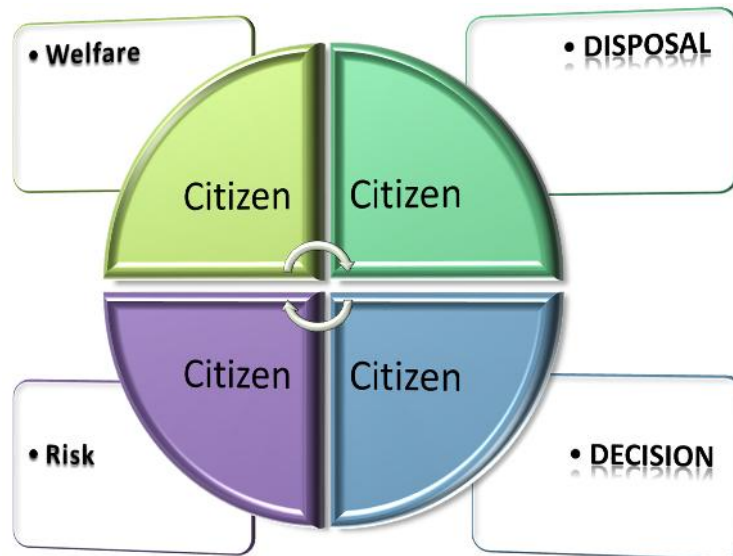


114th Advanced Course on Administration and Development

(16 April – 14 June 2017)

Course Guidelines



Bangladesh Public Administration Training Centre

Savar, Dhaka- 1343

www.bpatc.gov.bd

114th Advanced Course on Administration and Development

(16 April 2017- 14 June 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, 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 it's 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 of 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 Secretaries and their equivalent officers from Defence Services and public sector departments. SSC is for the Joint Secretaries to the government and their equivalent officers from Defence Services while PPMC is for the Additional Secretaries to the government.
- BPATC conducts researches 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 Secretaries to the government and equivalent 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 Secretaries 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 Modules

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

- | | |
|--|---|
| 1. Behavioral Governance | 9. Environment and Disaster Management |
| 2. Seminar Paper | 10. Conflict Management and Negotiation |
| 3. Governmental Business Process | 11. Improving Language Skills |
| 4. Public Service Management | 12. ICT & e-Governance |
| 5. Development Economics & Gender Issues | 13. Physical Conditioning and Games |
| 6. Poverty Reduction: Bangladesh Perspective | 14. Field Attachment Programs |
| 7. Public Project Management | 15. Contemporary Issues |
| 8. Procurement Management | 16. Foreign Exposure Visit. |

5.0 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.

6.0 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.

7.0 Training Duration

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

Sl. No.	Activities	Days
1	Registration, Course Opening and Closing	1
2	Days for Training Sessions to share Knowledge, Experience and Ideas	35
3	Field visit	05
4	Organization Visits in Dhaka and Surrounding Areas	02
5	Total Working Days	43
6	Weekends and Public Holidays	17
	Total Days	60

8.0 Tentative Daily Schedule of Sessions*

Time	Sessions
06:00-07:00*	Morning Physical Exercise
08:45-09:45	1 st Session
09:50 – 10:50	2 nd Session
10:50 – 11:10	Tea Break
11:10 – 12:10	3 rd Session
12:15 – 13:15	4 th Session
13:15 – 14:15	Lunch
14:30 – 15:30	5 th Session
17.00 – 18.00*	Games
19:15 – 20:45*	Evening Session (not regular)

* Subject to change.

09.0 Participation

We put much value on trainee's participation in discussion, role play and other mode of knowledge sharing. Although lectures are used to a certain extent, the Course Management highly encourage interactive session through active participation of participants.

In each session, the speaker encourages the participants to take part in the discussion in order to make it interesting and fruitful. At least one-fourth of a session time is devoted to such discussions.

10.0 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.

10.01 Field Visit

A five days field visit will be arranged and 5 to 6 Participants in each group will be attached to each district in Upazila / District level office for collection of data for seminar paper. The participants have to prepare group report and make presentation based on their field visit.

10.02 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 a feedback session at the BPATC after return from the exposure visit.

10.03 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. Each group is 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.

10.04 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.

10.05 Case Study

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

11.0 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.

12.0 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.
- Ensure 100% attendance as per schedule.
- Undertake study visit, prepare professional papers, reports and perform other tasks assigned by the Course Management Team (CMT) and resource persons.

13.0 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.

14.0 Distribution of Marks

Sl. No.	Title of the Modules	Evaluation Methods and Marks		
		Individual	Group	Total
1.	Behavioural Governance	-	50	50
2.	Writing Seminar Paper	100	-	100
3.	Governmental Business Process	50	25	75
4.	Public Service Management	75	-	75
5.	Development Economics & Gender Issues	50	25	75
6.	Poverty Reduction: Bangladesh Perspective		75	75
7.	Public Project Management	-	50	50
8.	Procurement Management	-	50	50
9.	Environment and Disaster Management	-	50	50
10.	Conflict Management and Negotiation	-	50	50
11.	Improving Language Skill	25	-	25
12.	ICT & e-Governance	25	25	50
13.	Physical Conditioning and Games	25	-	25
14.	Field Attachment Programme	-	50	50
15.	Contemporary Issues	50	-	50
16.	Foreign Exposure Visit	-	50	50
17.	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		525	475	1000

15.0 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 two chances 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.

16.0 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.

17.0 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.

18.0 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.

19.0 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 keds.

20.0 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 08:00hrs to 22:00hrs (Sunday to Thursday) and 16:00hrs to 18:00hrs on Friday and 18:00hrs to 22:00hrs on Saturday.

21.0 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 from 08:30 hrs to 21:30 hrs on all 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. For establishing e-learning platform in the ACAD, ICT Section of BPATC and a2i Project under Prime Minister's Office will provide necessary support.

22.0 Telephone Facilities

The telephone exchange of BPATC remains operative from 07:30 hrs to 23:00 hrs every day. To contact anyone inside BPATC, please press **9** and take help of the operators. Participants can make personal telephone calls from the dormitory. *Use of mobile phone and laptop in the classroom or in any other programme is strictly prohibited.*

23.0 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 must be purchased by the participant own cost.

24.0 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.

25.0 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.

26.0 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 and library.**

27.0 Miscellaneous

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

COURSE CONTENTS

Module-01: Behavioural Governance

Module Director: Md. Abdul Hakim, Director

Evaluation: Workshop (50 Marks, 30 for presentation and 20 for group report)

Objectives: The participants will be able to -

- Understand and apply means of administrative ethics and integrity.

Session code	Session hour(s)	Topic Title	Speaker	Training Method
01.01	02	Challenges of Maintaining Administrative Ethics and Values	Hakim	L&D
01.02	02	Prevention of Corruption and Unethical Behaviour	GS	L&D
01.03	03	National Integrity Strategy	GS	Workshop

Module 2: Seminar Paper

Module Director: Dr. Rizwan Khair, Member Directing Staff

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
2.1	01	Writing Seminar Paper: Title, Objective, Statement, Research Question and Methodology.	Rizwan	L & D
2.2	02	Session with Mentor	Mentor	Panel Discussion
2.3	10	Seminar Paper Presentation	External Evaluator and Internal Evaluator	

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.

1. Mentoring the Seminar Paper Working Groups

Although seminar paper writing and presentation is an individual assignment, participants will be divided into 5 groups for management purposes. A relevant faculty member will be assigned as ‘**Mentor**’ of each group. Each seminar group will consist of 5-6 members. Each member of the group will work on a separate specific seminar issue related to the identified/assigned major seminar topic of the group. The participants may enjoy the opportunity of choosing their own group-mates based on their major area of interests of seminar topic. After the formation of seminar groups each participant will have to propose more than one ‘title’ of his/her intended seminar paper. The Module Director will select one

from the proposed titles. 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.

Major Seminar Topics and Assigned Mentors

The thematic areas of seminar paper and names of assigned faculty members are given the below.

Sl. No	Group Name	Thematic Area	Mentors
1.	Padma	Challenges for SDGs	Ranjit Kumar Sen ndc, MDS Cell: 01743673009
2.	Meghna	Public Private Collaboration	Md. Abdul Hakim, Director Cell: 01719199539
3.	Karnafuly	Macro-Economic Management	Abdul Baki, Director Cell: 01715108363
4.	Jamuna	Innovation in Public Service	Mallick Sayeed Mahbub, Director Cell: 01712773232
5.	Surma	Climate Change Issues	Kazi Hasan Imam, Director Cell: 01716401005

Module 03: Governmental Business Process

Module Director: Ranjit Kumar Sen ndc, Member Directing Staff

Evaluation: Individual Assignment (50 Marks), Group Assignment (25 Marks)

Objectives: Participants will be able to

- analyse different governmental systems,
- public policy process,
- know various provisions of the Constitution of Bangladesh and
- acquaint themselves with laws, rules and regulations.

Session code	Session hour(s)	Topic Title	Speaker	Training Methods
3.1	02	Governmental System	GS/ Faculty	L & D
3.2	02	Salient Features of the Constitution and amendments in the Constitution.	Ranjit/GS	L & D
3.3	02	Formulation of Acts, Rules, Regulations and SROs	Ranjit / Tahsin	L & D
3.4	02	Rules of Business and Allocation of Business	Hakim/GS	L & D
3.5	01	Summary Writing (Exercise)	Yusuf	L & D
3.6	04	Public Policy Formulation and Policy Exercise	Rizwan/ Mallick	L & GW
3.7	02	Business Process Reengineering	GS/Arif	L & D
3.8	02	Right to Information Act/ Rules	GS/Morshed	L & D

Module 04: Public Service Management

Module Director: Mallick Sayeed Mahbub, Director

Evaluation: Individual Assignment (75 Marks)

Objectives: Participants will be able to

- identify and analyse the role of government in the context of market economy
- use analytical tools to formulate/review policies/programme of the government in a changing world.

code	Session hour (s)	Topic Title	Speaker	Training Methods
4.1	02	Changing Trends of Public Service Management and Reform Initiatives	Sharif	L & E / L & GW
4.2	01	Concept and Process of Strategic Management	Rizwan/Zohur	L & D
4.3	02	Techniques of Strategic Planning: SWOT and PEST Analysis, Devising Strategy	Rizwan	L & E / GW
4.4	01	Leadership in Public Management	Hakim/Basher	L & D
4.5	01	Effective Human Relations in Achieving Organizational Goals	Hakim	L & D
4.6	01	Annual Performance Agreement (APA)	GS	L & D
4.7	02	Techniques of Effective Team Building	Reza/GS	L & RP/GW
4.8	01	Total Quality Management for Improving Public Service Delivery	Enam	L & E/GW
4.9	02	Innovation in Public Service	Mallick	L & D

Module 05: Development Economics and Gender Issues

Module Director: Banik Gour Sundar, Member Directing Staff

Evaluation: Individual Assignment (50 Marks) and Group Work (25)

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	Analysis of Key Macro-economic Issues/Indicators of Bangladesh	Banik	L & GW
5.2	02	Economic Development: Sector Analysis	Baki/GS	L & E
5.3	02	Implications of Monetary and Fiscal Policy in Maintaining Economic Stability	Zobayer	L & GW/ L & E
5.4	02	Govt. Budgetary System and MTBF	GS	L & D
5.5	02	International Trade: Challenges and Opportunities	Mostak	L & D
5.6	02	Globalisation Process : Merits and Demerits	Enam	L & D
5.7	01	Regional Cooperation and Economic Development	GS /Baki	L & D
5.8	02	Sharing Development Experience: The Case of India, Malaysia and Singapore	GS	L & GW/ L & E
5.9	03	Gender Issues	Shafiq/ Fahmida	Workshop

Module 06: Poverty Reduction: Bangladesh Perspective

Module Director: Abdul Baki, Director

Evaluation: Group Assignment (75 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	02	Poverty issues and Approaches: National Plans and Programmes	GS	L & D
6.2	02	MDGs and Beyond 2015: SDGs and Vision 2021	GS/Banik	L & D
6.3	01	Poverty Reduction Approaches in Bangladesh	GS/Baki	L & GW
6.4	02	Institutional Framework for Microfinance in Reducing Poverty in a Sustainable Manner	Faculty Member /GS	L & GW
6.5	01	Defining the role of NGOs in Addressing Multi-Dimensional Poverty Issues and Their Relationship with GOs	Baki/GS	L & D
6.6	02	The Political Economy of Social Safety Net Programmes, Effectiveness of other Poverty Reduction Programmes including 'Ekti Bari Ekti Khamar' and PKSF	Baki/GS	L & D
6.7	02	Experiences of the Sixth Five Year Plan in Addressing Poverty Issues and the Seventh Five Year Plan and the Perspective Plan	Faculty member /GS	L & D

Module 07: Public Project Management

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

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	01	Basic Concepts of Project: Preparation, Approval, Monitoring and Evaluation	Hasan Imam/ GS	L & D
7.2	01	Project Management and Role of Mid-level Executives in Managing Project	GS/ Jahid	L & D
7.3	01	Use of Tools and Techniques in Project Selection: Qualitative and Quantitative Approaches.	Hasan Imam	L & GE
7.4	03	Developing Logical Framework and Result Based Management	Yusuf	L & GW
7.5	01	Issues of Preparation of Project Profile in DPP and TPP	Yusuf	L & E
7.6	01	Analysis of the Role of Authorities & Agencies at Project Approval Process	Hasan Imam/ Jahid	L& E
7.7	01	Project Implementation: Techniques, Problems and Issues	Hasan Imam	L & D
7.8	01	Project Organization and Risk Management	Jahid	L & D
7.9	03	Review of Profile /DPP/TPP and Drafting DPP	Yusuf	L & D

Module 08: Procurement Management

Module Director: Banik Gour Sundar, Member Directing Staff

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
8.1	02	Standard Tender Documents with Reference to Technical Specification ,GCC & PCC	CPTU	Workshop
8.2	02	Tender Opening and Evaluation		
8.3	02	Approval Process & Contract Award		
8.4	02	The PPA 2006 and PPR 2008: Steps of Procurement of Services	Banik	L & D
8.5	02	Exercise on QCBS	Banik & Molla	L & E

Module09: Environment and Disaster Management

Module Director: Dr. Md. 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	01	Issues, Policies and Strategies of Environment.	Shahadt	L & D
9.2	02	Natural Resources Management and Conservation of Bio-diversity	Mizan	L & D
9.3	02	Go Green	Mizan	L & D
9.4	02	Integrated Disaster Management in Bangladesh	GS/ Atik	L & D
9.5	02	Climate Change Adaptation and Mitigation Strategy and Implementation Plan 2009	Jahid /GS	L & D
9.6	01	Sustainable Development Concepts and Issues.	Faculty Member /GS	L&D
9.7	02	Group Report and Presentation	MD	GE

Module 10: Conflict Management and Negotiation

Module Director: Tahsinur Rahman, Director

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	01	Understanding Organizational Conflict	GS	L & RP
10.2	01	Conflict Assessment		
10.3	02	1. Effective Negotiation a. Preparation for Negotiation b. Conducting Negotiation c. Concluding Negotiation	GS	L & D
10.4	03	2. Simulation on Trade/Aid Negotiation 3. Multi-level Negotiations	GS	Simulation
10.5	02	Development of Negotiation Skills and Untold Stories of Negotiation	GS/Faculty Member	L & D
10.6	02	Techniques of Writing MoU/Agreement	Yusuf	L & E

Module 11: Improving Language Skill

Module Director: Md. Abdul Hakim, Director

Evaluation: Individual Presentation (25 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
11.1	02	Techniques of Enhancing Professional English Writing Skills	Masum/Amir	D & E
11.2	02	English Writing Skills: Practice Sessions	Masum/Amir	D & E
11.3	02	English Speaking: Practice Sessions	Masum/Amir	P & E
11.4	02	Enhancing Presentation Skills	Masum / GS	P & E
11.5	02	Extempore Speech	Hakim	P & E
11.6	02	Bangla Spelling & use of proper words/phrases	GS	L & E
11.7	02	Enhancing Listening Skills	Masum/Amir/GS	L & E
11.8	01	Art of Public Speaking	Yusuf	L&E

Module 12: ICT & E-Governance

Module Director: Md. Saiful Islam, Programmer

Evaluation: Individual Assignment (50 marks)

Objectives: Participants will be able to

- 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	Orientation on e –Learning Platform	Zakir/Tanjur	L & P
12.2	02	e-Governance: Concept, Architecture Challenges and Opportunities	GS	L & D
12.3	04	e-Nothi	A2i, Zakir, Rustom, Robbani	Exercise
12.4	01	Techniques of Bangla Typing	Zakir	L & P
12.5	01	Service delivery through ICT in Bangladesh	Zakir	L & D

Module 13: Physical Conditioning and Games

Module Director: Dr. Arafe Zawad, Assistant Director

Evaluation: Individual Assessment (25 Marks) Dress (5 marks), Participation (10 marks), (Attendance-10 marks).

Objectives: Participants will be able to realise the importance of physical activities and games and keep one fit by ideal exercise.

Session code	Session hour(s)	Topic Title	Speaker	Training Methods
13.1	1	Effects of Sedentary Lifestyle and Management	Dr. Mostafiz	L & D
13.2	1	Effects of Exercise on Different Systems	Dr.Zawad	L & D
13.3	1	Managing Wellness	Dr. Zawad	L & D
13.4	2	Ideal Nutrition Status: Healthy Lifestyle and Food Habits	Moshiour	L & D
		Physical Conditioning (Morning): Walking, Jogging, Freehand Exercises, Ground Exercise, Stretching, Yoga	Module Director	Exercise
		Games (Evening): According to the Participants' Interest (Volleyball, Tennis, Badminton & other activities)		

Module 14: Field Attachment Programme

Module Director: Md. Abul Basher, Deputy Director

Duration of Attachment: 5 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: Participants will visit local offices at Upazila/District level and some departments for collection of data for their seminar paper preparation. After back to BPATC based on their practical experience, participants have to submit a group report.

Module 15: Contemporary Issues*

Module Director: Mohammad Rezaul Karim PhD, Deputy Director

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	Background and Spirit of Liberation War	GS	L & D
15.2	02	Anthropological background of Bangladesh	GS	L & D
15.3	02	Maritime Boundary and Challenges of Exploring Economic Potentials for Bangladesh	GS	L & D
15.4	02	Corporate Social Responsibility in Bangladesh	GS	L & D
15.5	02	Public Private Partnership	GS	L & D
15.6	02	Energy Security of Bangladesh	GS	L & D
15.7	02	Civil-Military Relationship	GS	L & D
15.8	02	Challenges of ensuring safe food in Bangladesh	GS	L & D
15.9	02	Smoking and Health Hazard , Sound & Noise Pollution	GS	L & D

* Subject to include or exclude.

Module 16: Foreign Exposure Visit

Module Director: 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.

List of Faculty Speakers
(Not in Order of Seniority)

Sl. No.	Name	Designation	Code
1.	Rector	Rector	Rector
2.	Md. Zaydul Hoque Molla ndc	Member of Directing Staff	Zaydul
3.	Ranjit Kumar Sen ndc	Member of Directing Staff	Ranjit
4.	Mohd. Shahadt Hossain Mahmud	Member of Directing Staff	Shahadt
5.	Banik Gour Sundar	Member of Directing Staff	Banik
6.	Dr. Muhammad Abu Yusuf	Member of Directing Staff	Dr. Yusuf
7.	Dr. Rizwan Khair	Member of Directing Staff	Dr. Rizwan
8.	Tahsinur Rahman	Director	Tahsin
9.	Md. Abdul Hakim	Director	Hakim
10.	A. K. M. Enamul Haque	Director	Enam
11.	Abdul Baki	Director	Baki
12.	Mallick Sayeed Mahbub	Director	Mallick
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.	Md. Moshior Rahman	Director	Moshior
17.	Md. Zakir Hossain	Director	Zakir
18.	A.F.M. Amir Hussain	Deputy Director	Amir
19.	Dr. Md. Mizanur Rahman	Deputy Director	Mizan
20.	M. Arifur Rahman, PhD	Deputy Director	Dr. Arif
21.	Dr. Mohammed Amjed Hossain	Deputy Director	Dr. Amjed
22.	Dr. Md. Zohurul Islam	Deputy Director	Dr. Zohur
23.	Md. Jahidul Islam	Deputy Director	Jahid
24.	Mohammad Saiful Islam	Programmer	Saiful
25.	Md. Atikuzzaman	Deputy Director	Atik
26.	Dr. Rokeya Fahmida	Deputy Director	Dr. Fahmida
27.	Md. Sharif Hasan	Deputy Director	Sharif
28.	Md. Abul Basher	Deputy Director	Basher
29.	Mohammad Rezaul Karim PhD	Deputy Director	Dr. Reza
30.	Md. Morshed Alom PhD	Senior Research Officer	Dr. Morshed
31.	Dr. Md. Mostafizur Rahman	Medical Officer	Dr. Mostafiz
32.	Dr. Md. Arafe Zawad	Assistant Director	Dr. Zawad
33.	Tanjur Ahmed Joarder	Assistant Programmer	Tanjur
34.	Mohammad Masum Rahman	Assistant Programmer	Masum
35.	Md. Rustom Robbani	Assistant Programmer	Robbani

Important Contact Numbers

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

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Sl. No.	Name	Designation	Telephone/Ext./ Mobile/e-mail
01		Rector	7745028, PABX Ext. 4101 rector@bpatc.org.bd
Course Management Team			
02	Md. Abdul Hakim	Director & Course Adviser	Cell: 01719199539
03	Md. Zakir Hossain	Director & Course Director	Cell: 01727745044
05	Md. Abul Basher	Deputy Director & Course Coordinator	Cell: 01711003637
06	Mohammad Rezaul Karim PhD	Deputy Director & Course Coordinator	Cell: 01554339166
Administration and Other Support Contacts			
04	Md. A. Razzaque Sarker	Director (Administration)	Cell: 01712 803 934
08	Hasan Murtaza Masum	Deputy Director (Finance/Service)	Cell: 01686900243
09	Dr. Md. Mostafizur Rahman	Medical Officer	PABX Ext.- 4143 Cell: 01932791761/ 01552444675
10	Md. Sohrab Hossain	Assistant Director (Dormitory)	Cell: 01710842740
11	Md. Aminur Rahman	Supervisor Dormitory -1	PABX Ext. 4701 Cell: 01716610525
12	Course Office	ACAD	4331
13	Md. Siraj	Class Room Attendant	01726135066
14	Cafeteria		4621, 4622, 4623
15	Library Counter		4649, 4650
16	Reception		4220
17	Clinic		4231, 4232
18	Manager, Sonali Bank Ltd. PATC Branch		7743013 PABX Ext - 4283
19	ITC		4329/4333
20	Gate-1		4100
21	Gate-2		4200
22	Please Press 9 for any telephonic directory.		

List of Participants

SL	Participant Name and ID	Cadre	Cell	Email
1	Mohd.Nayeb Ali (6726)	Administration	01921293337	nayeb6726@yahoo.com
2	Babor Ali Mir (6680)	Administration	01731220923	bamir20@gmail.com
3	Sk Mohammad Ali		01769975645	smali8468@yahoo.com
4	Md. Mohidur Rahman (7795)	Agriculture	01711583715	mohidur1965@gmail.com
5	Mollah Mizanur Rahman (15188)	Administration	01717622173	mollahmizanurrahman@gmail.com
6	Anarul Kabir (7796)	Agriculture	01914643758	anarul@gmail.com
7	Nazneen Kawshar Chowdhury (6357)	Administration	01755702779	nazneenkbd@yahoo.com
8	Golam Md. Faruk (7792)	Agriculture	017 11196649	drgmfaruk@gmail.com
9	Md. Daud Miah (6435)	Administration	01712055618	riziviuno@yahoo.com
10	Md. Abdus Samad (7794)	Agriculture	01715081105	samd2008@yahoo.com
11	Samir Kumar Biswas (7800)	Cooperatives	01611238494	samir_biswas63@yahoo.com
12	Md. Abul Hossain (7791)	Agriculture	01755702737	abul_dae@yahoo.com
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15	Md. Abu Zafor (15158)	Administration	01712550134	zafor15158@gmail.com
16	Shahana Zaman	Postal	01615489913	szaman.dsmopa@gamil.com
17	Shiba Pada Mondal (7821)	Information	01712449689	shibapada13@gmail.com
18	Md. Aminul Hoque (7813)	General Education	01760941771	aminulnaem@gmail.com
19	Pulak Kanti Barua (7793)	Agriculture	01712129522	konistha@gmail.com
20	Sahadev Chandra Saha (7820)	General Education	01717835267	scsaha1965@gmail.com
21	Hashinara Begum (7823)	Livestock	01720096902	
22	Mohammed Tanvir Azam Siddiquee (15120)	Administration	01712096238	tanvirazam21@gmail.com
23	Md. Shahidul Islam (6495)	Administration	01911716359	sohidulislambmet@gmail.com
24	Md.Abdullah (15068)	Administration	01556335281	mdabdullah7013@gmail.com
25	Abu Naim Muhammad Abdus Sabur (6743)	Administration	01711367848	asabur72@yahoo.com
26	Dr. Md. Abdul Hakim (6353)	Administration	01731360377	lagshoi2007@gmail.com
27	S. A. M. Rafiqunnabi (6683)	Administration	01714325386	rafiq206683@gmail.com

Suggested Readings

Module 01: Behavioural Governance

Dr.Grif. How to be CEO.

Principal Secretary of Malaysia, Civil Service of Malaysia.

আত্মোন্নয় ও সাফল্য

Module-02: Research Process 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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Module -03: Governmental Business Process

The Constitution of the People's Republic of Bangladesh

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

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Module 05: Development Economics and Gender Issues

- 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
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বাঙ্গলাব্যাকরণ, ড. মুহম্মদশহীদুল্লাহ, মাওলাব্রাদার্স, ঢাকা ২০০৩
ভাষারইতিবৃত্ত, ড. সুকুমারসেন, আনন্দপাবলিশার্সপ্রাইভেটলিমিটেড, কলকাতা ২০০১
ব্যাকরণমঞ্জরী, ড. মুহম্মদএনামুলহক, মাওলাব্রাদার্স, ২০০৩
বাংলাবানান, শ্রীমণীন্দ্রকুমারশেখর, দে'জপাবলিশিং, কলকাতা ১৩৯৩
বাংলাবানানবিধি, ড. পরেশচন্দ্রমজুমদার, দে'জপাবলিশিং, ১৪১৪
বাংলাবানানসংস্করণ: সমস্যাওসম্ভাবনা, পবিত্রসরকার, চিরায়তপ্রকাশন, কলকাতা ১৯৯২
বানান/ বাংলাবর্ণমালাপরিচয়ওপ্রতিবর্ণীকরণ, ড. মনসুরমুসা, অ্যাডর্নপাবলিকেশন, ঢাকা ২০০৭

বাংলালেখারনিয়মকানুন, ড. হায়াত্বামুদ, প্রতীব, ঢাকা২০১৫
বাংলাবানানেরনিয়ম, ড. মাহবুবুলহক, সাহিত্যপ্রকাশ, ঢাকা১৯৯৯
বাংলাবানানচিস্তারবিবর্তন, ড. মিতালীভট্টাচার্য, পারুলপ্রকাশনী, কলকাতা২০০৭
আদর্শবাংলাবানান, বশীরআলহেলাল, লিরিকপ্রকাশনী, ঢাকা, ১৯৯০
কীলিখবেনকেনলিখবেন, আনন্দ, কলকাতা২০১২
ভাষরীতি, প্রথমআলে, ঢাকা২০০৬
এবংবাংলাএকাডেমী (বর্তমানেএকাডেমি)প্রকাশিতবিভিন্নবাংলাঅভিধানেবিধৃতপ্রমিতবানানেরনিয়ম

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Islam, Tariqul: Computer Trouble Shooting. Gyankosh Prakashoni, Dhaka
Bayroze, A.Frozen: Data Communication & Networking
Nance, Barry: Data Communication & Networking.

Module 13: Physical Conditioning and Games

Fox, Borwers, Foss (Year) , Exercise Physiology
Hardyail Singh, Sports Training
Dr. A.K. Uppal, Sports Training
Zegler, Sports Management
I.B.F. Official Rules Book of Basketball
F.I.F.A. Official Rules Book of Football
I.V.E Official Rules Book of Volleyball.
I.T.F. Official Rules Book of Tennis

NOTE
