

# **FORTY-SEVENTH SENIOR STAFF COURSE**

**(JULY 01, 2007 TO SEPTEMBER 13, 2007)**

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Theme of 47<sup>th</sup> SSC:

21<sup>st</sup> Century Public Service (PS21)  
ought to be Reform  
Friendly, Skilful, Dynamic &  
Innovative.

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## **BPATC and its Role**

Bangladesh Public Administration Training Centre (BPATC) is the apex training institution in the field of public administration. Government officials of all cadres and officers belonging to autonomous bodies receive training at BPATC. The Centre emerged as an autonomous organization on April 28, 1984 under the Presidential Ordinance (Ordinance No XXVI of 1984) by amalgamation of the following training institutions:

1. Bangladesh Administrative Staff College (BASC);
2. National Institute of Public Administration (NIPA);
3. Civil Officers' Training Academy (COTA); and
4. Staff Training Institute (STI).

The major institutional responsibilities of BPATC are to design and organise various training courses, workshops, and seminars as well as to conduct research on public administration, management and development economics. Moreover, the Centre advises the government on leading or emerging policy issues. Clientele groups of BPATC are diverse, which represent all 29 cadres of the Bangladesh Civil Service (BCS). Their levels range from new recruits of the BCS to the top-level policy makers. Business executives of both public and private sectors are also encouraged to participate in the training programmes of BPATC. Currently, NGOs are also showing keen interest in BPATC's training programmes. In the past, several NGO representatives participated in various seminars and workshops of BPATC.

The Centre is located in a serene, natural environment hemmed in by green trees and bushy shrubs, 28 kilometres north from the capital city Dhaka. The Centre has been playing a leading role in the field of training in public administration and allied fields and inherited a rich legacy of administrative and management training in the country.

## **Organisational Structure**

The Rector, who is a Senior Secretary to the Government of the People's Republic of Bangladesh, heads the Centre. The next layer belongs to six Members of Directing Staff (MDSs) equivalent to the rank of Joint Secretary to the Government, who supervise the following divisions:

- Management and Public Administration;
- Programme and Studies and Regional Centres;
- Development and Economics;
- Research and Consultancy;
- Development Projects. and
- International Training

Each division consists of a number of specialized departments headed by a Director equivalent to the rank of Deputy Secretary. The other faculty members below Directors are designated as Deputy Directors, Librarians, Senior Research Officers, Assistant Directors, Research Officers and Evaluation Officers.

## **Training Programmes of BPATC**

BPATC's training programmes are broadly classified into two major groups- (i) core courses and (ii) short specialized courses. Core courses usually range from 10-16 weeks and are linked to career development while short specialized courses range from 1-4 weeks. Focus of the core courses is to develop the conceptual ideas and practical knowledge, while short specialised courses focus on the development of skills of specific clientele groups.

### **Senior Staff Course (SSC)**

The Senior Staff Course (SSC) is one of the core courses of the Centre. Current course is the Forty-Sixth (46<sup>th</sup>) in its series conducted by the Centre since its inception. This course is designed and organised for the senior officers of the rank of Joint Secretary to the government and their equivalents drawn from public enterprises and sector corporations. The main objectives of the course are to endow the senior government officials with an opportunity to appreciate the complex and dynamic socio-cultural and politico-economic environment of Bangladesh, so that they can contribute more effectively in formulating pragmatic policies and implementing different development programmes of the government.

The new millennium exposes the development environment to various challenges. The market economy with the basic tenet of competition requires bold initiatives and prompt responses to various shocks, both domestic and external. The evolving administrative and financial architecture in the globalisation process is reshaping the responsibilities of the public officials. The officials must possess an analytical mind to deal effectively with diverse management issues and develop capacities for innovation, receptivity and adaptability. The Forty-Seventh *Senior Staff Course* (SSC) is designed to provide up-to-date knowledge and skills on management, administration and development. This course provides opportunities for discussion among the participants and the resource persons where innovative ideas, strategies and insights would evolve from sharing ideas and exchanging views, perceptions and experiences.

### **Objectives of the Course**

Training Courses are generally designed with several broad objectives. Course contents address the general as well as specific needs of the participants. The broad objectives of the SSC are:

- To acquaint the participants with the current concepts and issues of national development in order to develop their ability to sharpen problem-solving and decision making skills;
- To provide them opportunity for deeper appreciation of the complex and dynamic socio-cultural and politico-economic environment, self-analysis and self-appreciation in which they work;

- To orient the participants with the complex issues of national development, irrespective of their own fields and enable them to appreciate the nature and value of the work of fellow participants and critically assess their own work in the wider perspective of national development;
- To create a congenial atmosphere of academic pursuit by putting together participants with diverse backgrounds and work experiences;
- To provide an open forum for free and frank exchange of knowledge, ideas and experiences for understanding their roles as a practitioner, policy maker and implementer of different plan, projects and programmes in the country's administrative process.

### **Expected Results specific to 47<sup>th</sup> SSC**

In line with the theme of the course, with usual interventions, a few focused interventions are required to be accommodated within the course with a view to have following tangible results at the end of the course:

- Each of the participants will be of better understanding about reform agenda and, thus, be sensitized to be more reform friendly.
- Each of the participants will be comfortably capable in sensing the real needs of the clients, strengths, weaknesses of concerned organization and thus, be capable in serving the people and the organizations in a dynamic & innovative manner.
- General level of English language skills of participants will relatively be more confident, comfortable & efficient.
- General level of computer literacy (Computer Skills) of the participants will be increased.

### **Central Theme of the Course**

Each Senior Staff Course has a central theme. The central themes of the previous courses and the current one are as follows:

| <u>Course</u>                        | <u>Theme</u>                                        |
|--------------------------------------|-----------------------------------------------------|
| 1 <sup>st</sup> Senior Staff Course  | : Domestic Resource Mobilization                    |
| 2 <sup>nd</sup> Senior Staff Course  | : Internal Resource Mobilization                    |
| 3 <sup>rd</sup> Senior Staff Course  | : Rural Development                                 |
| 4 <sup>th</sup> Senior Staff Course  | : Public Enterprise Management in LDCs              |
| 5 <sup>th</sup> Senior Staff Course  | : Project Sustainability                            |
| 6 <sup>th</sup> Senior Staff Course  | : Education for Development                         |
| 7 <sup>th</sup> Senior Staff Course  | : Human Resource Development                        |
| 8 <sup>th</sup> Senior Staff Course  | : Alleviation of Poverty                            |
| 9 <sup>th</sup> Senior Staff Course  | : Structural Adjustment                             |
| 10 <sup>th</sup> Senior Staff Course | : Institutional Capacity Building                   |
| 11 <sup>th</sup> Senior Staff Course | : External Resource Mobilization                    |
| 12 <sup>th</sup> Senior Staff Course | : Social Cost of Structural Adjustment              |
| 13 <sup>th</sup> Senior Staff Course | : Rule of Law and Administrative Responsibility     |
| 14 <sup>th</sup> Senior Staff Course | : Transparency and Accountability in Administration |
| 15 <sup>th</sup> Senior Staff Course | : Social Forestry and Environmental Development     |

|                                      |                                                                                                              |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------|
| 16 <sup>th</sup> Senior Staff Course | : Modernizing the Civil Service                                                                              |
| 17 <sup>th</sup> Senior Staff Course | : Women in Development (WID)                                                                                 |
| 18 <sup>th</sup> Senior Staff Course | : Child Welfare                                                                                              |
| 19 <sup>th</sup> Senior Staff Course | : Planned Parenthood and Human Development                                                                   |
| 20 <sup>th</sup> Senior Staff Course | : Capacity Building for Sustainability of Poverty Alleviation Programmes                                     |
| 21 <sup>st</sup> Senior Staff Course | : Changing Role of State in Development                                                                      |
| 22 <sup>nd</sup> Senior Staff Course | : Development Planning: Model of Village Development                                                         |
| 23 <sup>rd</sup> Senior Staff Course | : Thana-Level Planning and Development                                                                       |
| 24 <sup>th</sup> Senior Staff Course | : Public Sector Reforms in Bangladesh                                                                        |
| 25 <sup>th</sup> Senior Staff Course | : Civil Service Reforms in Bangladesh                                                                        |
| 26 <sup>th</sup> Senior Staff Course | : Total Quality Management (TQM) and Bangladesh Government                                                   |
| 27 <sup>th</sup> Senior Staff Course | : Administrative Reforms in Bangladesh                                                                       |
| 28 <sup>th</sup> Senior Staff Course | : Public Administration Reforms in Bangladesh                                                                |
| 29 <sup>th</sup> Senior Staff Course | : Public Administration Reforms in Bangladesh                                                                |
| 30 <sup>th</sup> Senior Staff Course | : Public Administration Reforms in Bangladesh                                                                |
| 31 <sup>st</sup> Senior Staff Course | : Public Administration Reforms in Bangladesh                                                                |
| 32 <sup>nd</sup> Senior Staff Course | : Public Administration Reforms in Bangladesh                                                                |
| 33 <sup>rd</sup> Senior Staff Course | : Citizen's Charter                                                                                          |
| 34 <sup>th</sup> Senior Staff Course | : Public Sector Reforms                                                                                      |
| 35 <sup>th</sup> Senior Staff Course | : Policy Analysis and Issues of National Concern                                                             |
| 36 <sup>th</sup> Senior Staff Course | : Government Servant for Public Service and National Development                                             |
| 37 <sup>th</sup> Senior Staff Course | : Globalization and its impacts on Bangladesh Economy                                                        |
| 38 <sup>th</sup> Senior Staff Course | : Good Governance                                                                                            |
| 39 <sup>th</sup> Senior Staff Course | : Knowledge-based leadership.                                                                                |
| 40 <sup>th</sup> Senior Staff Course | : E-Governance                                                                                               |
| 41 <sup>st</sup> Senior Staff Course | : Good Governance and Human Development                                                                      |
| 42 <sup>nd</sup> Senior Staff Course | : Poverty Reduction Strategy Paper (PRSP) : Its Formulation and Implementation Philosophy.                   |
| 43 <sup>rd</sup> Senior Staff Course | : Poverty Reduction Strategy Paper (PRSP) : Its Formulation and Implementation Philosophy.                   |
| 44 <sup>th</sup> Senior Staff Course | : Good Governance and Sustainable Development.                                                               |
| 45 <sup>th</sup> Senior Staff Course | : Knowledge Management for Good Governance                                                                   |
| 46 <sup>th</sup> Senior Staff Course | : Combating Corruption for Quality Service.                                                                  |
| 47 <sup>th</sup> Senior Staff Course | : 21 <sup>st</sup> Century Public Service (PS21) ought to be Reform Friendly, Skilful, Dynamic & Innovative. |

### Course Duration and Activity-wise Distribution

The duration of the Course is two and a half months (75 days) though the available working days is 53, which are distributed tentatively according to the following schedule:

|                                                                  |         |
|------------------------------------------------------------------|---------|
| Registration, Inauguration, Inception Workshop and Briefing etc. | 1 Day   |
| Lecture Sessions                                                 | 36 Days |
| Data Collection for Seminar Paper                                | 5 Days  |
| Field Visit/Study Tour                                           | 5 Days  |
| Seminar Paper Presentation                                       | 3 Days  |
| Syndicate Work                                                   | 2 Days  |
| Closing                                                          | 1 Day   |

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Total: 53 Days

## **Course Structure and Training Methodology**

There are 15 modules in the course. Training session is conducted according to these modules and the detail is given in the Course Contents. The participants are informed in advance about the session, time and the topics through daily routines displayed in the notice boards. There will be five regular sessions and one session for library work in the evening on each weekday. The duration of each session is 70 minutes. The major training methods to be followed include, inter alias:

- Lectures and Discussions
- Syndicate/Group Discussion/Workshop
- Role Play/Simulation/Brain Storming
- Study Tour/Field Trip/Attachment
- Seminar Paper Presentation
- Film Show
- English News Paper Review
- Learning Dairy
- Extension Lectures
- Case Studies
- Computer Lab-works and
- Language Lab-works.

## **Medium of Instruction**

English will be the medium of instruction in most of the sessions. Participants are encouraged and requested to speak in English during the sessions.

## **Course Requirements**

For successful completion of the course, the participants are required to:

- Stay in the allotted room of the dormitory at the BPATC campus;
- Maintain punctuality and ensure participation in all activities of the course;
- Attend at least 95% of the sessions in the course;
- Follow the norms of discipline and behaviour in accordance with the existing practices and precedents;
- Participate in the class room sessions and field visits;
- Prepare Seminar and Syndicate papers, Workshop and Study Tour Reports; appear in the examination, and perform such other tasks as may be assigned by Course Administration;
- Secure a minimum of 50% marks in all assignments/examinations, Study Tour and Rector's evaluation; and

## **Evaluation Methods**

All participants will be graded on the basis of their performance. An individual reports for each participant will be prepared and will be sent to the concerned administrative ministries/divisions for preservation in their dossiers. Assessment will be based on a quantitative scale and will be graded in the following way:

**Percentage of marks**

90 and above

80-89

70-79

60-69

50-59

**Grading**

AA (Outstanding)

A+ (Very good)

A (Good)

B+ (Above average)

B (Average)

Total marks for evaluation of each participant is 700 with the following break-up:

| Subject of Evaluation                  | Allotted marks |
|----------------------------------------|----------------|
| 1. Public Administration               | 200            |
| 2. Development Economics               | 200            |
| 3. Skill Development Modules (ICT)     | 50             |
| 4. Seminar and Term Paper              | 100            |
| 5. Study Tour                          | 50             |
| 6. Evaluation by Course Administration | 100            |

Break-up of 100 Marks of Evaluation by Course Administration

|                                |     |
|--------------------------------|-----|
| Class Attendance               | 30% |
| Table Manners and Dress        | 15% |
| PT and Games                   | 25% |
| Overall Conduct and Discipline | 30% |

There will be Written Assignments, Syndicates, Case Studies, Report Writing and Exercises in different modules as indicated in the course guidelines. Marks of all the examinations of these modules will be subsequently scaled down to 200 for Public Administration and 200 for Development Economics. Skill development activity like ICT will also constitute an essential ingredient of the course and performance will be assessed through practical works.

## Seminar Paper and Term Paper

Seminar Paper, which carries 100 marks, is one of the major assignments of this course. Each participant will be assigned to write a seminar paper on a specific issue of national concern. Participants will be required to stay at a village (preferably their own village) for data collection and preparation of a paper.

Participants will have to present the paper in a session that will be chaired by an External Evaluator. An in-house faculty member will guide and assist each participant in preparation of the seminar paper who will go through the structure as well as contents of the report. It is anticipated that the participant will be in constant touch with the in-house faculty (internal resource person) for feedback and guidance. Course administration will provide guidelines on seminar paper preparation and presentation. Participants are

advised to follow the format prescribed by course administration. In addition to the seminar paper, there may also be a term paper. Details of this assignment will be informed later.

All participants are required to submit the seminar paper on a fixed date as determined by the Course Administration. The marks of the participant who fails to meet the deadline will be deducted by 10%. Both internal and external evaluators will assess the seminar paper separately on the basis of following criteria:

| <u>Criteria of Evaluation</u>             | <u>Allotted Marks</u> |
|-------------------------------------------|-----------------------|
| Format of the Report                      | 15                    |
| Language and Style of the Report          | 15                    |
| Ability to identify the problem, Internal | 20                    |
| Consistency and Analytical Ability        |                       |
| New insights/Ideas                        | 20                    |
| Oral Presentation                         | 20                    |
| Question-Answer                           | 10                    |
|                                           | -----                 |
| Total:                                    | 100                   |

Five term papers on national and global issues will be prepared in groups. Each of the papers would be evaluated within 25 marks that would be merged with that of the seminar paper.

## **Learning Dairy**

Learning Dairy is an integral part of this training programme. Each day first morning session will be dedicated for learning dairy presentation on previous day's sessions. Submission and presentation of learning dairy will be considered as group assignment. Accordingly this learning. Process will be evaluated. A core group of BPATC will facilitate and follow up the process. Format of Learning Dairy will be developed and distributed among the participants.

## **Field Visit**

Field visit is an integral part of the training programme, which would provide the participants with an opportunity to see and observe the real life situation of an organization or a project.

## **Physical Exercise, Sports and Games**

The Centre provides the participants with facilities for physical exercise, sports and games including Lawn Tennis, Volleyball and Badminton. Participants are strongly encouraged to take part in such activities. They will have to walk on the jogging track

every morning and afternoon so that they can complete at least 100 kms of walk during the course.

## **Residential Requirements**

This is a compulsory live-in training course. As a part of the course requirements, all participants will have to stay full-time at the dormitory during the training. No exemption is made in this regard. This is a fast-moving intensive course. Participants need to take every assignment very seriously at the very outset. The Course Administration as a matter of policy does not relax deadlines for different assignments.

## **Food Arrangements**

Breakfast, lunch and supper are arranged at the dormitory. The cost of food is met from the course fee fixed by the Government. There will be a three-member Mess Committee from among the participants to select the menu and arrange the meals. The participants are to select the President of the Mess Committee (PMC) and two members from among themselves. Arrangements for meals are to be made in consultation with the fellow participants and the guidance of the Mess Committee. Course management will provide all logistic supports in this regard.

## **Telephone**

The telephone exchange of BPATC is operative from 09: 00 AM to 12: 00 PM every day. Participants can make telephone calls from the dormitory on payment. Use of mobile phones in the classroom and formal sessions is prohibited.

## **Library**

The Centre has a rich Library with over 100 thousand books, more than 250 periodicals and about 350 training films from home and abroad. The participants are encouraged to use the library facilities beyond the class hours. There is a provision for issuing books from the library during this training period. The library remains open from 8 a.m. to 10 p.m. (Sunday through Thursday) without any break. It also remains open from 6 to 9 p.m. on Fridays and Saturdays.

## **Clinic**

The Centre maintains a Clinic run by two qualified Medical Officers. The Clinic remains open from 9:00 a.m. to 9:00 p.m. every day except holidays. Participants get free medical advice and prescription from the clinic but are required to purchase prescribed medicines from outside.

## **Social Events**

There is a tradition of organising social events during the course period, for providing opportunities of interaction among the participants with the faculty members, resource

persons and other eminent persons. On these events, spouses of the participants and the faculty members as well as guests are invited to join.

## **Mosque**

There is a beautiful mosque within the premises of the Centre, but no separate prayer room in the dormitory. Time for Dohor Prayer is 1:20 p.m. Times for other prayers vary with seasons.

## **Club**

The Centre has within its premises an Officers' Club vibrant with various recreational and cultural activities. Participants may get registered as Associate Members of the Club on payment of nominal fees and enjoy recreational facilities such as TV programmes of different channels through dish antenna, table tennis, carom and chess. The club remains open from 5 p.m. to 11 p.m. every day.

## COURSE CONTENTS

Public Administration (PA)

*Kanka*

### Module-1: Public Administration and Governance

Module Director: Kanka Jamil      Evaluation: Workshop

#### Objectives:

- To understand the new dimensions of governance in public sector
- To Learn about different tools and techniques of governance for bringing changes in public sector

| Topic No. | Topic Title                                                      | Speaker  | Training Method |
|-----------|------------------------------------------------------------------|----------|-----------------|
| 1.1       | Strategic Management                                             | Enam     | Workshop        |
| 1.2       | Citizen's Charter:                                               | GS/Kanka | Workshop        |
| 1.3       | Good Governance: Bangladesh Perspective                          | GS       | Workshop        |
| 1.4       | Civil Service Reforms: Bangladesh and International Perspectives | GS       | Workshop        |

As a learning process under this module an exercise titled "How to run ITC commercially" has been incorporated here.

#### How to run International Training Complex (ITC) of BPATC commercially?

A learning process aiming to influence the mind-set of the participants in the transitional context towards market economy.

#### Objective

To sensitize and influence the mind set towards reforms and to stimulate innovativeness and dynamism within the participants in the transitional context towards market economy.

#### Proposed interventions

- ❖ First fort-night assignment: Groups to diagnose ITC and to present group findings
- ❖ Second fort-night assignment: Through informal discussions, groups will narrow down the difference of opinion among themselves in respect of strengths, weaknesses, opportunities and threats of ITC. Finally will firm up those issues on the basis of consensus through discussion across the table.

- ❖ Third fort-night assignment: Groups will formulate detail action plan separately keeping previous SWOT analysis in view. At the end of third fort-night groups will present their respective action plans in a plenary session and there after lively and constructive discussion will be encouraged on the presented action plans.
- ❖ Through out the tenure of fourth fort-night, groups will narrow down the differences of opinion, (if there be any) regarding plan of action by informal discussion process. Finally at the end of the fourth fort-night groups will sit across the table and will devise and recommend a realistic and achievable action plan on the basis of consensus to the BPATC authority.
- ❖ Module Director will facilitate and follow up this learning process with the help of others.
- ❖ Facilitators will strategically intervene with the topics of Strategic Management Citizen's charter, PPP, Governance and other alike and relevant topics.

## **Module-2: Review of Policies and Rules**

**Module Director: Syed Mahboob Hasan**

**Evaluation: Syndicate/ Assignment**

### **Objectives:**

- To provide understanding of policy process
- To develop capabilities to understand the context and challenges of policy making in Bangladesh
- To provide an overview of some selected policies of Bangladesh.

| <b>No.</b> | <b>Topic Title</b>                                          | <b>Speaker</b> | <b>Training Method</b>          |
|------------|-------------------------------------------------------------|----------------|---------------------------------|
| 2.1        | Policy Process: Formulation, Analysis and Implementation-I  | GS             | Lecture & Discussion            |
| 2.2        | Policy Process: Formulation, Analysis and Implementation-II | GS             | Lecture & Discussion            |
| 2.3-10     | Review of Policies and rules                                | CAD            | Group Presentation & Discussion |

### **Module-3: Leadership Behaviour**

**Module Director : Md. Shirajul Islam Evaluation : Exercise**

#### **Objectives:**

- To identify individual behavioural strengths and weaknesses;
- To recognise value of competency standards in performance improvement;
- To manage conflict effectively and promote interpersonal relations in administration.

| <b>Topic No.</b> | <b>Topic Title</b>      | <b>Speaker</b> | <b>Training Method</b>       |
|------------------|-------------------------|----------------|------------------------------|
| 3.1              | Self Analysis           | Shiraj         | Lecture & Discussion         |
| 3.2              | Competency Framework-I  | Shiraj         | Lecture & Discussion         |
| 3.3              | Competency Framework-II | Shiraj         | Lecture & Discussion         |
| 3.4              | Team Building-I         | Shiraj         | Exercise/Process observation |
| 3.5              | Team Building-II        | Shiraj         | Exercise/Process observation |
| 3.6              | Conflict Management     | Shiraj         | Lecture & Exercise           |
| 3.7              | Managerial Leadership   | Kanka          | Lecture & Discussion         |

### **Module-4: Globalisation and Bangladesh**

**Module Director: A K M Enamul Hoque Evaluation: Individual Assignment**

#### **Objectives:**

The participants will be briefed on the various dimensions of globalisation and the process through which countries are integrated into a global network. This module will also shed light on the various institutions that bind the countries in an international code of conduct; various facilities open to developing countries in the integration mechanism, the challenges and the prospect for the developing countries in the globalisation process.

| <b>Topic No.</b> | <b>Topic Title</b>                                     | <b>Speaker</b> | <b>Training Method</b> |
|------------------|--------------------------------------------------------|----------------|------------------------|
| 4.1              | Globalisation: Concept and Implications for Bangladesh | GS/Enam        | Lecture & Discussion   |
| 4.2              | WTO and the Bangladesh Economy                         | GS             | Business Game          |
| 4.3              | WTO Rules and Dispute Settlement Mechanism             | GS             | Lecture & Discussion   |

**Module-5 : Negotiation Technique****Module Director : Md. Ashraf Hossain****Evaluation : Simulation****Objectives:**

To have theoretical and practical knowledge on techniques and different aspects on international negotiation.

| Topic No. | Topic Title                                                     | Speaker | Training Method      |
|-----------|-----------------------------------------------------------------|---------|----------------------|
| 5.1-2     | International Negotiation: Concept, Issues & Strategies         | GS      | Lecture & Discussion |
| 5.3       | Multilateral Negotiation (Dynamics of Multilateral Negotiation) | GS      | Business Game        |
| 5.4       | Aid Negotiations: Some Experience                               | GS      | Lecture & Discussion |
| 5.5-7     | Simulation (Exercise)                                           | GS      | Lecture & Discussion |

**Development Economics (DE)****Module-6: Macroeconomic Indicators for Policy Analysis**

**Module Director: Banik Gour Sundar**   
**Evaluation: Open Book Examination/Syndicate**

**Objectives:**

The participants will be able to trace the link between various macroeconomic variables such as savings, investments, interest rate, exchange rate, inflation, growth and employment. A special focus will be to acquaint the participants with the concept of national income and structure of Bangladesh economy. Participants will also be able to understand the working of the monetary policy.

| Topic No. | Topic Title                                                          | Speaker | Training Method      |
|-----------|----------------------------------------------------------------------|---------|----------------------|
| 6.1       | Thoughts on Exchange Rate: A Pedagogic Note                          | GS      | Lecture & Discussion |
| 6.2       | Macrovariables: Tools for Policy Analysis-I                          | GS      | Lecture & Discussion |
| 6.3       | Macrovariables: Tools for Policy Analysis-II                         | GS      | Lecture & Discussion |
| 6.4       | Transition Towards Market Economy                                    | GS      | Lecture & Discussion |
| 6.5       | Understanding Monetary Policy: Variables, Instruments and Impacts-I  | GS      | Lecture & Discussion |
| 6.6       | Understanding Monetary Policy: Variables, Instruments and Impacts-II | GS      | Lecture & Discussion |
| 6.7       | Poverty concepts & Measurement                                       | Banik   | Lecture & Discussion |
| 6.8-9     | PRS Implementation Forum: Genesis and its Implementation Modalities  | GS      | Lecture & Discussion |

## **Module-7: Environment and Sustainable Development**

**Module Director: Syed Shamsul Alam    Evaluation: Exercise/Syndicate**

### **Objectives:**

The participants of the course would be able to understand the major issues of environmental management and sustainable development and will be able to appraise and implement the existing policy into practice.

| <b>Topic No.</b> | <b>Topic Title</b>                                                  | <b>Speaker</b> | <b>Training Method</b>   |
|------------------|---------------------------------------------------------------------|----------------|--------------------------|
| 7.1              | Environmental Management : Policies & issues                        | GS             | Lecture & Discussion     |
| 7.2              | International Agreement and Water Resource Management of Bangladesh | GS             | Lecture/Group Discussion |
| 7.3              | Convention & Protocols on biodiversity                              | GS/Manzur      | Lecture/Group Discussion |
| 7.4              | Convention & Protocols on climate change                            | GS/Manzur      | Lecture/Group Discussion |
| 7.5              | Disaster Management in Bangladesh                                   | S. Alam        | Lecture/Group Discussion |
| 7.6              | Urbanization, Urban Planning and Development.                       | Mahmud         | Lecture & Discussion     |

## **Module-8: Financial Management**

**Module Director: Dr. Zafar Ahmed Khan    Evaluation: Group Exercise**

### **Objectives:**

The participants will be able to apply financial rules and regulations appropriately.

| <b>Topic No.</b> | <b>Topic Title</b>                  | <b>Speaker</b> | <b>Training Method</b> |
|------------------|-------------------------------------|----------------|------------------------|
| 8.1              | Financial Management reforms        | GS             | Lecture & Discussion   |
| 8.2              | Fundamentals of Share Trading       | GS             | Lecture & Discussion   |
| 8.3              | Fiscal Policy and MTBF              | GS             | Lecture & Discussion   |
| 8.4-5            | Public Procurement Regulations 2003 | GS             | Lecture & Discussion   |

## Special Module

### Module-9 : English Language Skills

**Module Director : Syed Mahboob Hassan    Evaluation : Written Examination (100)**

#### Objectives:

- To assist the participants to eliminate the common errors in English
- To lead them to write effectively and flawlessly
- To enable the participants to speak with reasonable accuracy and fluency.

| Topic No. | Topic Title      | Speaker           | Training Method    |
|-----------|------------------|-------------------|--------------------|
| 9.1-9.3   | Listening Skills | Guranga/Tapan     | Exercise           |
| 9.4-9.5   | Reading Skills   | Tapan/Nazmus/Arif | Exercise           |
| 9.6-9.9   | Speaking Skills  | GS/Mahboob        | Lecture & Exercise |
| 9.10-9.13 | Writing Skills   | GS/Arif/Mahboob   | Lecture & Exercise |

**Module - 10: Information and Communications Technology (ICT)** ✓  
**Module Director: Dr. Shah Mohammad Sanaul Haque    Evaluation: Practical Exam( 80),  
Theoretical Exam(20)**

#### Objectives:

- To increase computer skills of the participants.
- To provide the participants a broad perception about the areas of and scopes for integration of ICTs in public administration;
- To provide knowledge and technical skills to comfortably use ICTs in daily work;
- To enable participants to understand the basic concepts of e-governance and its national and international perspectives;
- To encourage participants to introduce and utilize e-governance tools in their respective organizations.

#### Focused Interventions:

- At the beginning of the course participants will assess themselves in relative terms of computer literacy.
- On the basis of self-assessment the participants will be categorized into three groups i.e. Least literate, Moderately literate, Advanced literate.
- Separate class room intervention will be arranged for three groups depending on the degree of computer literacy of respective group.
- Every participant will be encouraged to open one e-mail address if they already haven't.

- Within first week of the course, all participants will be able to check their mail and also be able to send short mails
- Course Administration will dispatch daily course schedule and other instructions or information to the participants through e-mail
- Participants will be encouraged to make communication with the course administrative through e-mail. Course Administration will also have an e-mail address.
- Participants will also be encouraged to send individual writing assignment or group writing assignments to course administration through e-mail.

| Topic No. | Topic Title         | Speaker     | Training Method        |
|-----------|---------------------|-------------|------------------------|
| 10.1      | Introduction to ICT | Sanaul      | Instruction & Practice |
| 10.2-6    | MS Word             | Zakiul      | Instruction & Practice |
| 10.7-8    | Internet            | Enam/Sanaul | Instruction & Practice |
| 10.9-11   | E-Mail              | Ziaul       | Instruction & Practice |
| 10.12-15  | MS Power Point      | Ziaul       | Instruction & Practice |
| 10.16-19  | MS Excel            | Saiful      | Instruction & Practice |
| 10.20     | Information Systems | Enam        | Lecture & Discussion   |
| 10.21-.22 | E-Governance        | Sanaul      | Lecture & Discussion   |

## Module-11: Human Rights and Development ✓

**Module Director : Dr. A F M Manzur Kadir      Evaluation : Syndicate**

### Objectives:

- To explain and appreciate the basic concepts of human rights, gender and development;
- To apply their understanding about human rights specially women's rights in the light of existing policies, laws and acts;
- To explore opportunities to create gender friendly environment in the family, work place and society.

| Topic No. | Topic Title                                              | Speaker   | Training Method      |
|-----------|----------------------------------------------------------|-----------|----------------------|
| 11.1      | Universal Declaration of Human Rights & its Implications | GS        | Lecture & Discussion |
| 11.2      | Development as Right & Freedom: Amartya Sen's Concept    | GS        | Lecture & Discussion |
| 11.3      | Mainstreaming Gender in Development                      | GS        | Lecture & Discussion |
| 11.4      | Conventions on Child and Women Rights                    | GS/Manzur | Lecture & Discussion |

## **Module-12: Seminar and Term Paper**

**Module Director: Md. Mahamud-ul-Hoque**

**Evaluation: Seminar Paper (80),  
Term Paper (20)**

### **Objectives:**

- (i) To enable the participants to questionnaire preparation & interview the respondents.
- (ii) To acquaint the participants with the field survey and data collection.
- (iii) To acquaint the participants with the data analysis process.
- (iv) To enable them to write an academic/research paper
- (v) To develop their presentation quality.

| Topic No. | Topic Title                                          | Speaker | Training Method           |
|-----------|------------------------------------------------------|---------|---------------------------|
| 12.1-2    | Briefing on Seminar Paper and Term Paper Preparation | GS      | Lecture & Discussion      |
| 12.3      | Technique of Seminar Paper writing                   | Mahboob | Presentation & Discussion |

## **Module-13 : English Newspaper Review**

**Module Director: Tapan Kumar Karmaker**   **Evaluation : Short Write-up & Presentation**

### **Objective**

To make the participants more confident, comfortable and efficient in English language as a means of communications in working environment.

### **Methodology**

- Participants will be organized in to 4 groups.
- Group leader will be nominated by the members or each day group leader will be rotated among the members alphabetically.
- Through out the course tenure, each group will be assigned with a specific English Daily to review on daily basis.
- Each day one session will be dedicated for English Newspaper Review. In this session each group will orally present their respective paper review. Power point presentation may also be considered. Allotted time for each group presentation will be 10 minutes. After each presentation, 3 minutes will be given for Q/A. Finally the facilitator will wrap up the session.
- Each day this session will be audio-visually recorded and in the later part of the day (at any mutually convenient time) the record will be projected among the participants for generating healthy competition among the groups through self learning process.

- In every session a group of facilitators will be present and evaluate the process group wise & individually.
- National & international reform issues will be the focus of this exercise. On the basis of daily review, each group will prepare a short write-up on on-going reform issues at the end of the week. Groups will be encouraged to send the write up to the course office through e-mail. This write-up will also be evaluated as group performance.
- Each group will prepare a term paper on the basis of weekly write-ups at the end of the course. This paper will be considered as term paper submitted by the group

#### **Module-14 : Extension Lectures**

**Module Director: Syed Mahboob Hasan**

#### **Objectives:**

The participants will be able to appreciate the important national issues of Bangladesh as well as they will learn how to handle some difficult situations.

| <b>Topic No.</b> | <b>Topic Title</b>                                                     | <b>Speaker</b> |
|------------------|------------------------------------------------------------------------|----------------|
| 14.1             | Private Sector Management Style                                        | GS             |
| 14.2             | Role of Private Sector in Bangladesh Economy                           | GS             |
| 14.3-4           | Gene Pool and Genetically Modified Organisms/Food                      | GS             |
| 14.5             | Interface Between Politicians and Administration                       | GS             |
| 14.6             | Transfer of Technology                                                 | GS             |
| 14.7             | Energy Sector Policy                                                   | GS             |
| 14.8             | Medicinal Plants                                                       | GS             |
| 14.9             | Women and Child Oppression Deterrent Act 2000                          | GS             |
| 14.10            | Urban Governance                                                       | GS             |
| 14.11            | Changes in Laws: Bangladesh Perspective                                | GS             |
| 14.12            | Economic Sector Reforms                                                | GS             |
| 14.13            | Public-Private Partnership                                             | GS             |
| 14.14-15         | Stress Management                                                      | GS             |
| 14.16            | Hypertension and its Implications                                      | Mustafiz/GS    |
| 14.17            | AIDS: Bangladesh Perspective                                           | GS             |
| 14.18            | Knowledge Management                                                   | GS/Mahboob     |
| 14.19            | Vision for Bangladesh in 21 <sup>st</sup> Century: Major Policy Issues | GS             |
| 14.20            | International Debt Situation in National & International Context       | GS             |
| 14.21            | Problems of Project Implementation                                     | GS/Hasan       |
| 14.22            | Rules & Business                                                       | GS             |
| 14.23            | Constitution of Bangladesh                                             | GS             |

## CODES USED IN IDENTIFYING SPEAKERS/RESOURCE PERSONS

### (a) *In-House Resource Persons*

| SL. | Name                           | Designation              | Code     |
|-----|--------------------------------|--------------------------|----------|
| 1.  | Mr.Abu Md. Maniruzzaman Khan   | Rector                   | Rector   |
| 2.  | Syed Mahboob Hasan             | MDS                      | Mahboob  |
| 3.  | Mr. Nur Mohammad               | MDS                      | Nur      |
| 4.  | Dr.Zafar Ahmed khan            | MDS                      | Zafar    |
| 5.  | Md. Ashraf Hossain             | MDS                      | Ashraf   |
| 6.  | Syed Shamsul Alam              | Director                 | Alam     |
| 7.  | Mr. Md. Shirajul Islam         | Director                 | Shiraj   |
| 8.  | Mr. Tapan Kumar Karmaker       | Director                 | Tapan    |
| 9.  | Md. Mahmud-ul-Hoque            | Director                 | Mahmud   |
| 10. | Dr. A F M Manzur Kadir         | Director                 | Manzur   |
| 11. | Mr. AKM Enamul Haque           | Director                 | Enam     |
| 12. | Mr. Banik Gour Sundar          | Director                 | Banik    |
| 13. | Mr. Santosh Kumar Sikder       | Director                 | Santosh  |
| 14. | Kanka Jamil                    | Director                 | Kanka    |
| 15. | Dr. Shah Mohammad Sanaul Haque | System Analyst(DS)       | Sanaul   |
| 16. | Dr. Gouranga Chandra Mohanto   | Deputy Secretary         | Gouranga |
| 17. | Kazi Hasan Imam                | Deputy Director          | Hasan    |
| 18. | Ariful Hoque                   | Deputy Director          | Arif     |
| 19. | Mr. Md. Zakir Hossain          | Librarian (AVR)          | Zakir    |
| 20. | Mr. Md. Ziaul Islam            | Assistant System Analyst | Ziaul    |
| 21. | Md. Nazmus Shaydath            | Assistant Director       | Nazmus   |
| 22. | Mr. Saiful Islam               | Programmer               | Saiful   |
| 23. | Mr. Zakiul Alam Sarker         | Assistant Programmer     | Zakiul   |

### (b) *Other Codes*

|                                           |     |
|-------------------------------------------|-----|
| Course Adviser                            | CA  |
| Member, Directing Staff                   | MDS |
| Course Director                           | CD  |
| Course Coordinator                        | CC  |
| Development Economics                     | DE  |
| Public Administration                     | PA  |
| Information and Communications Technology | ICT |
| English Language                          | EL  |
| Faculty Member                            | FM  |
| Guest Speaker                             | GS  |
| Course Administration                     | CAD |
| Quantitative Management                   | QM  |
| Regional Centre                           | RC  |
| Gender and Development                    | GD  |

## IMPORTANT TELEPHONE NUMBERS

**BPATC PABX: 7710010-16**

**Fax No. 7710029**

**Website: [www.bpatc.org](http://www.bpatc.org)**

| SL  | Name                          | Designation                                      | Phone number                     |                  |
|-----|-------------------------------|--------------------------------------------------|----------------------------------|------------------|
|     |                               |                                                  | Office                           | Residence        |
| 1.  | Mr. Abu Md. Maniruzzaman Khan | Rector                                           | 7711944<br>/4101                 | 8359417          |
| 2.  | Syed Mahboob Hasan            | MDS (Project)                                    | 7710022<br>/4301                 | 7711630/<br>4404 |
| 3.  | Mr. Nur Mohammad              | MDS (P & S)                                      | 7711601/<br>4102                 | 7711627          |
| 4.  | Dr Zafar Ahmed Khan           | MDS (M&PA)                                       | 7711609<br>/4106                 | 8159564          |
| 5.  | Md. Ashraf Hossain            | MDS (D&E) &<br>Course Director                   | 7710026/<br>4103                 | 8058504          |
| 6.  | Mr. Md. Monwar Hossain Sarker | MDS (R & C)                                      | 7710027/<br>4104                 | 8058489          |
| 7.  | Mr. Md Faizur Rahman          | Director (Administration)                        | 7710023/<br>4107                 | 7711631/<br>4406 |
| 8.  | Dr. A F M Manzur Kadir        | Director (P&D) &<br>Course Coordinator           | 7711604/<br>4112                 | 7742272/<br>4462 |
| 9.  | Mr. Santosh Kumar Sikder      | Director (Economic Theory)<br>Course Coordinator | 7711605<br>/4131                 | 7711614/<br>4230 |
| 10. | Mr. Paritosh Chandra Das      | Director (DD Service)                            | 7711618<br>/4121                 | /4421            |
| 11. | Mr. Md. Aminul Islam          | P.S. to Rector                                   | 7710021<br>/4141                 | 8932146          |
| 12. | Mr. Safiul Sarwar             | Assistant Director (Logistic)                    | 4146                             | 4446             |
| 13. | Mr. Mohammad Munsur Alam Khan | Assistant Director (Dormitory)                   | 4145                             |                  |
| 14. | Medical Officers              |                                                  | 4143, 4442,<br>4419              | 4443             |
| 15. | Manager, Sonali Bank          |                                                  | 4209                             |                  |
| 16. | Course Office                 |                                                  | 7711614                          | /4230            |
| 17. | Dormitory                     |                                                  | /4251, 4252, 4253, 4254,<br>4256 |                  |
| 18. | Cafeteria                     |                                                  | /4210                            |                  |
| 19. | Library Counter               |                                                  | /4198<br>/4466                   |                  |
| 20. | Library Journal               |                                                  | 4435                             |                  |
| 21. | Reception                     |                                                  | 4199                             |                  |
| 22. | BPATC PABX(Extension)         |                                                  | 9                                |                  |
| 23. | BPATC Clinic                  |                                                  | 4223                             |                  |
| 24. | BPATC Gate No-2               |                                                  | 4220                             |                  |
| 25. | Savar Police Station          |                                                  | 77104<br>771009                  |                  |
| 26. | Savar Fire Service Office     |                                                  | 77133                            |                  |

৪৭ তম সিনিয়র স্টাফ কোর্সে অংশগ্রহণকারী কর্মকর্তাগণের নামের তালিকা

| ক্রমিক নং | কর্মকর্তাগণের নাম ও পদবী                                                                                                                  |
|-----------|-------------------------------------------------------------------------------------------------------------------------------------------|
| ১।        | বেগম নাজমা বেগম (১১৩৮)<br>অতিরিক্ত মহাপরিচালক, জনশক্তি, কর্মসংস্থান ও প্রশিক্ষণ ব্যুরো<br>৮৯/২, কাকরাইল, ঢাকা।                            |
| ২।        | জনাব এ কে এম নাছির উদ্দিন ভূঞা (৭১৯৩)<br>বিশেষ ভারপ্রাপ্ত কর্মকর্তা (যুগ্ম সচিব)<br>সংস্থাপন মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা।        |
| ৩।        | জনাব শেখ মোঃ মোবারক হোসেন (২৪৫৪)<br>নিবন্ধক, যৌথ মূলধন কোম্পানী ও ফার্মসমূহের পরিদপ্তর।                                                   |
| ৪।        | জনাব মোঃ ফয়জুর রহমান চৌধুরী (১০২৭)<br>সদস্য, স্হল বন্দর কর্তৃপক্ষ, টি সি বি ভবন (৫ম তলা),<br>কাওরান বাজার, ঢাকা।                         |
| ৫।        | জনাব পরিমল চন্দ্র সাহা (১০৪০)<br>পরিচালক, বাংলাদেশ চিনি ও খাদ্য শিল্প করপোরেশন।<br>চিনি শিল্প ভবন, ৩/দিলকুশা বানিজ্যিক এলাকা, ঢাকা।       |
| ৬।        | জনাব এ কে এম ইয়াহিয়া চৌধুরী (১৫২৫)<br>পরিচালক, যমুনা বহুমুখী সেতু কর্তৃপক্ষ।<br>বীর উত্তম জিয়াউর রহমান সড়ক,<br>সেতু ভবন, বনানী, ঢাকা। |
| ৭।        | জনাব দিলীপ কুমার বসাক (৩১৪১)<br>পরিচালক, বাংলাদেশ বন শিল্প উন্নয়ন করপোরেশন<br>৭৩, মতিঝিল বাণিজ্যিক এলাকা, ঢাকা।                          |
| ৮।        | জনাব আহমেদুর রহিম (২০০৮)<br>যুগ্ম সচিব, সংস্থাপন মন্ত্রণালয়,<br>বাংলাদেশ সচিবালয়, ঢাকা।                                                 |
| ৯।        | জনাব সিদ্দিকুর রহমান (১৫৬২)<br>বিশেষ ভারপ্রাপ্ত কর্মকর্তা (যুগ্ম সচিব)<br>সংস্থাপন মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা।                  |
| ১০।       | জনাব মোঃ মোরাদ হোসেন (১৭৪১)<br>বিশেষ ভারপ্রাপ্ত কর্মকর্তা (যুগ্ম সচিব)<br>সংস্থাপন মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা।                  |
| ১১।       | বেগম রীতি ইব্রাহীম (৭১০৩)<br>পরিচালক<br>বাংলাদেশ পর্যটন করপোরেশন।                                                                         |
| ১২।       | জনাব শাহ মোহাম্মদ আলী ( ৭২০৩)<br>যুগ্ম সচিব<br>ডাক ও টেলিযোগাযোগ মন্ত্রণালয়                                                              |
| ১৩।       | জনাব এ বি এম খোরশেদ আলম (৭১৩২)<br>পরিচালক, বাংলাদেশ ক্ষুদ্র ও কুটির শিল্প করপোরেশন।                                                       |

| ক্রমিক নং | কর্মকর্তাগণের নাম ও পদবী                                                                                                     |
|-----------|------------------------------------------------------------------------------------------------------------------------------|
| ১৪।       | জনাব ইকরাম আহমেদ (৭১৮৩)<br>বিশেষ ভারপ্রাপ্ত কর্মকর্তা (যুগ্ম সচিব)<br>সংস্থাপন মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা          |
| ১৫।       | জনাব মীর মোশারফ হোসেন (১৪১৩)<br>বিশেষ ভারপ্রাপ্ত কর্মকর্তা (যুগ্ম সচিব)<br>সংস্থাপন মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা     |
| ১৬।       | জনাব অপূর্ব কুমার বিশ্বাস (২২৭৪)<br>বিশেষ ভারপ্রাপ্ত কর্মকর্তা (যুগ্ম সচিব)<br>সংস্থাপন মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা |
| ১৭।       | জনাব আলমগীর হোসেন খান (২০১০)<br>সদস্য পরিচালক, বিএডিসি।                                                                      |
| ১৮।       | জনাব নারায়ন চন্দ্র দে (২০৪০)<br>পরিচালক, বিসিক।                                                                             |
| ১৯।       | জনাব জহিরুল হক (১৯৯৯)<br>পরিচালক<br>বাংলাদেশ অভ্যন্তরীণ নৌ পরিবহন<br>করপোরেশন, ৫, দিলকুশা বাণিজ্যিক এলাকা, ঢাকা ১০০০।        |
| ২০।       | জনাব মমতাজ আল শাকুর আহমেদ (৭১৭২)<br>বিশেষ ভারপ্রাপ্ত কর্মকর্তা (যুগ্ম সচিব), সংস্থাপন মন্ত্রণালয়<br>বাংলাদেশ সচিবালয়।      |
| ২১।       | জনাব মোঃ মোরশেদ ফারুক (৭১৯৭)<br>বিশেষ ভারপ্রাপ্ত কর্মকর্তা (যুগ্ম সচিব), সংস্থাপন মন্ত্রণালয়<br>বাংলাদেশ সচিবালয়।          |
| ২২।       | জনাব এস এম গোলাম ফারুক (১৭৩৩)<br>বিশেষ ভারপ্রাপ্ত কর্মকর্তা (যুগ্ম সচিব), সংস্থাপন মন্ত্রণালয়<br>বাংলাদেশ সচিবালয়।         |
| ২৩।       | জনাব সুকুমার চন্দ্র সাহা (১৬১৫)<br>বিশেষ ভারপ্রাপ্ত কর্মকর্তা (যুগ্ম সচিব), সংস্থাপন মন্ত্রণালয়<br>বাংলাদেশ সচিবালয়, ঢাকা। |
| ২৪।       | জনাব মোঃ সামসুল আলম (২২৭৬)<br>পরিচালক, বাংলাদেশ ইম্পাত ও প্রকৌশল করপোরেশন।                                                   |
| ২৫।       | জনাব রতন কুমার রায় (১০৬৩)<br>পরিচালক, প্রাথমিক শিক্ষা অধিদপ্তর                                                              |
| ২৬।       | জনাব শাহ মোহাম্মদ আলী (৭২০৩)<br>যুগ্ম সচিব, ডাক ও টেলিযোগাযোগ মন্ত্রণালয়<br>বাংলাদেশ সচিবালয়, ঢাকা।                        |
| ২৭।       | জনাব এমদাদ হোসেন (৭১৭৩)<br>পরিচালক :<br>বিএফডিসি                                                                             |

## **List of books/ reading materials**

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- Turner, M. and Hulme, D. (1997) *Governance, Administration and Development: Making the State Work*, London, Macmillan Press Limited.
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#### **Module –06: Macroeconomic Indicators for Policy Analysis**

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Poverty in Bangladesh. The World Bank, Asian Development Bank, March 2003, Chapter-04.

Experiences with the Economic Reforms, UPL, 1995, Chapter-12: Poverty Alleviation: Government and Interventions.

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Unlocking the Potential, National Strategy for Accelerated Poverty Reduction, Planning Commission, GOB, 2005.

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2. Shapan Adnan, Floods : People and the Environment , Research and Advisory Resources, Dhaka, 1999.
3. Dr. M. Salar Khan, Towards Sustainable Development : Conservation of Genetic Resources of Bangladesh, Bangladesh Agricultural Research Council, Dhaka.
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12. Roushan Jahan (Edited) , Environment and Development : Gender Perspective , University Press Ltd. 1998.
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### **Module-9 : English Language Skills**

1. Write Better, Speak Better- Readers Digest.
2. Guide to Patterns and Usages of English- AS Hormby.
3. English as a Foreign Language, Close, Allen & Unwin- A S Hormby.
4. An Introduction to the Pronunciation of English- Heaton and Stocks Longman;
5. English Pronouncing Dictionary- Jones Dent;
6. A University Grammar of English- Quick and Greenbaum, Longman.

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- Heeks, Richard. Ed. *Reinventing Government in the Information Age : International Practice in IT-enabled Public Sector Reform*. Washington : Routledge, 2001.
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- Sharma, Pankaj. *E-Governance : The New Age Governance*. New Delhi : APH Publishing Corporation, 2004.
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## **Module-11: Human Rights and Development**

Universal Declaration of Human Rights; Published by the UN

First Call for Children: a booklet published by UNICEF.

First Periodic Report of the Government under the Convention on the Right of the child,  
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