

100TH ADVANCED COURSE ON ADMINISTRATION AND DEVELOPMENT

(19 April – 17 June 2015)

We Will Make the World Best for the Next



Bangladesh Public Administration Training Centre

100th Advanced Course on Administration and Development
(19 April – 17 June 2015)

Course Guidelines



Bangladesh Public Administration Training Centre
Savar, Dhaka-1343
www.bpatc.org.bd

Course Management

Course Advisor

Ferdous Akhter

MDS(M&PA)

BPATC, Savar, Dhaka

Course Director

Md. Abdul Hakim

Director (Public Administration)

BPATC, Savar, Dhaka

Contact: 01719199539

Email: mukulhakim85@gmail.com

Course Coordinators

Md. Golam Mahede

Director (TOT)

Contact: 01715300908

E-mail: mahede60@gmail.com

Mostak Ahmed

Deputy Director

International Programme

Contact: 01819499421

E-mail: mostakbd1976@gmail.com



Bangladesh Public Administration Training Centre

Savar, Dhaka-1343

www.bpatc.org.bd

List of Abbreviations

ACAD	Advanced Course on Administration and Development
ATT	Attendance
BARD	Bangladesh Academy for Rural Development
BASC	Bangladesh Administrative Staff College
BCS	Bangladesh Civil Service
BCSAA	Bangladesh Civil Service Administration Academy
BIAM	Bangladesh Institute of Administration and Management
BIDS	Bangladesh Institute of Development Studies
BOG	Board of Governors
BPATC	Bangladesh Public Administration Training Centre
BRAC	Bangladesh Rural Advancement Committee
CC	Course Coordinator
CD	Course Director
CT	Class Test
CMT	Course Management Team
COTA	Civil Officers Training Academy
CPTU	Central Procurement Technical Unit
DPP	Development Project Proforma
E	Exercise
EL	Extension Lecture
FDI	Foreign Direct Investment
FGD	Focus Group Discussion
FTC	Foundation Training Course
GDP	Gross Domestic Product
GE	Group Exercise
GR	Group Report
GNI	Gross National Income
GS	Guest Speaker
HRD	Human Resource Development
HRM	Human Resource Management
IA	Individual Assessment/Assignment
IAP	Individual Action Plan
ICS	Individual Case Studies

ICT	Information Communication Technology
IE	Individual Exercise
IR	Individual Report
L&D	Lecture & Discussion
L&DS	Lecture & Demonstration
L&E	Lecture & Exercise
L&GW	Lecture & Group Works
L&P	Lecture and Practice
MD	Module Director
MDS	Member Directing Staff
NAPD	National Academy for Planning and Development
NIPA	National Institute of Public Administration
PD	Panel Discussion
PKSF	Palli Karmo Sohayok Foundation
Pr	Presentation
PT	Practical Test
RDA	Rural Development Academy
RP	Role Play
RPATC	Regional Public Administration Training Centre
RW	Report Writing
SMART	Specific, Measurable, Achievable, Rational and Time-bound
SSC	Senior Staff Course
STI	Staff Training Institute
SWOT	Strength, Weakness, Opportunity and Threat
TPP	Technical-Assistance Project Proposal
TQM	Total Quality Management
W	Workshop

Table of Contents

Sl. No.	Content	Page
1	List of Abbreviation	ii
2	Table of Contents	iii
3	Vision , Mission and Core Values	iv
4	Introduction	01
5	BPATC at a Glance	01
6	A Few Additional Information on ACAD	02
7	Course Theme	03
8	Course Structure	03
9	Objectives of the Course	04
10	Expected Results from the Course	04
11	Training Duration	05
12	Tentative Daily Schedule of Sessions	05
13	Participation	05
14	Training Methods	06
15	Field Visits and Workshops	06
16	Foreign Exposure Visit	06
17	Team Work	06
18	Role Play/Simulation	06
19	Case Study	07
20	Medium of Instruction	07
21	Expectation from the Participants	07
22	Evaluation Method	07
23	Distribution of Marks	08
24	Grading	08
25	Accommodation	09
26	Food	09
27	Dresses	09
28	Physical Exercise and Games	09
29	Library Facilities	09
30	ICT Facilities	10
31	Telephone Facilities	10
32	Medical Facilities	10
33	Recreation and Social Events	10
34	Prayer	10
35	Clearance before Departure	11
36	Miscellaneous	11
37	Course Contents	12
38	Rector's Profile	22
39	Annexure- A: Guideline for Writing a Seminar Paper	24
40	Annexure-B : Seminar Paper Themes and Assigned Mentors	29
41	Annexure -C: Contact Details of Module Director	30
42	Annexure -D: Members of the Faculty	31
43	Annexure -E: Important Contact Numbers	33
44	Annexure- F:List of Participants	34
45	Annexure- G: Reference	36

Vision, Mission and Core Values of BPATC

VISION

BPATC becomes a centre of excellence for developing patriotic, competent and professional civil servants dedicated to the public interest

MISSION

We are committed to achieve 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.

CORE VALUES

- **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. We are keen to build partnership and collaboration with local and international organizations.
- **Innovation:** We draw inspiration from our shared history and tradition. We are equally committed to finding creative and sustainable solutions to problems in this 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.

Introduction

The spirit of our liberation war in 1971 was to build a glorious, developed and prosperous Bangladesh free from all sorts of exploitation and injustices. In order to achieve the goals, a group of well groomed, professional and skilled civil servants in all tiers is a must. Our national commitment is to build up a digital Bangladesh by 2021. We need hard ware, soft ware and human ware to reach the target. Human ware is the most important one to ensure digital Bangladesh. BPATC can be treated as the nursing home of human ware. Our mandate is to provide highest quality of 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. BPATC team is relentlessly working to perform their assigned duties properly. We believe any training institute is a preaching and practicing house of good governance. So, we try to encourage the participants by saying the best words and also demonstrate 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 taken here. We are always with our esteemed participants to provide best services as much we can.

The participants of ACAD are mid-level administrative leaders. They are to carry out at least two-fold responsibilities. One is do the best deeds by his own and the other is to ensure doing the best by their sub-ordinates. We sincerely desire the participants of ACAD will utilize their tenure here to gather experience, so that they can execute their authority professionally.

02. BPATC at a Glance

- Bangladesh Public Administration Training Centre (BPATC) was established on 28 April 1984 as a statutory body (Body Corporate). The Centre enjoys substantial autonomy in both financial and administrative matters.
- The 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 located in a lush of natural environment especially marked for its ever-green, clean and serene specialty. It lies at a distance of 28 kilometers north-west from Dhaka, the capital city of the country.

- The Centre is headed by a Rector who is a Secretary to the Government followed by Six Members Directing Staff (MDS) of the rank of Additional Secretary/Joint Secretary to the Government. Each MDS heads 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.
- The Centre has four Regional Centres called Regional Public Administration Training Centres (RPATC) at four old Divisional Headquarters. Establishment of RPATC at other Divisional Headquarters is under process.
- BPATC conducts core training courses, short training courses and special courses.
- Core courses include Foundation Training Course (FTC), Advanced Course on Administration and Development (ACAD) and Senior Staff Course (SSC).
- FTC is designed for the new entrants to the Bangladesh Civil Service including officers of Judicial Service, ACAD for Deputy Secretaries and their equivalent officers in the Defense Services and public sector departments, while SSC for the Joint Secretaries to the government and their equivalents from the Defense Services.
- BPATC conducts researches in the relevant fields.
- Providing consultancy services to the government is another integral function of BPATC.

03. A Few Additional Information on ACAD

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

The role of mid-level officers, i.e. Deputy Secretary and equivalents, is very important in the overall businesses of the government. They work as the bridge-head in between the senior and junior levels in public organization. Moreover, it is their moral obligation to groom the junior level officers up. 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 level of 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. In participation of this course, the participants will get scope to review and to 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 the organization for formulating and implementing time-befitting strategies for the organization

04. Course Theme

The BPATC team is committed to run action oriented training. We practice it by selecting a theme before the course starts. Every theme carries a promise. The theme of present ACAD is **‘We will make the world best for the next’**. We really mean the spirit of the theme. During this sixty days all of our activities we will be targeted to do the best in all words and actions. We will put our best efforts to prepare our participants to groom up at per the spirit of our theme. The Academic sessions, group activities, seminar/workshop etc. will be arranged and organized to realize the theme.

05. Course Modules

The course is designed with the following 16 modules:

1. Behavioral Governance
2. Seminar Paper
3. Governmental Business Process
4. Public Service Management
5. Economics of Development
6. Poverty Reduction :Bangladesh Perspective
7. Public Project Management
8. Procurement Management
9. Environment and Disaster Management
10. Conflict Management and Negotiation
11. Improving Language Skills
12. ICT & E-Governance
13. Physical Conditioning and Games

14. Field Attachment Programmes
15. Contemporary Issues
16. Study Tour(Foreign)

06. 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

- Assist 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.

07. Expected Results from the Course

The course is designed to achieve the following results-

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

08. Training Duration

A total of 60 days allocated for ACAD are distributed as follows

Sl. No.	Activities	Days
1	Registration, Course Briefings and Closing	0.5
2	Days for Training Sessions to share Knowledge, Experience and Ideas	33.5
3	Study Tour to Districts/Public and Private Sector Organizations to Explore Potentials.	04
4	Syndicate/Workshop/Module Evaluation	02
5	Field Visits in/at Dhaka and Surrounding Areas	02
6	Total Working Days	42
7	Weekends and Public Holidays	18
8	Total Days	60

09. Tentative Daily Schedule of Sessions

Time	Sessions
06:00 - 07:00(may change)	Morning Physical Training
08:45-9:00	Recap Session
09:00 – 10:00	1 st Session
10:10 – 11:10	2 nd Session
11:10 – 11:40	Health Break
11:40 – 12:40	3 rd Session
12:40 – 14:00	Lunch and Prayer
14:00 – 15:00	4 th Session
15:10 – 16:10	5 th Session
17:00- 1800(may change)	6 th Session(Games)
19-00 – 21-00	Evening Session(not regularly, when required)

10. Participation

We put much value on trainee's participation in discussion, role play and other mode of knowledge dissemination and sharing activities. Although lectures are used to a certain extent, the Course Management highly expects active involvement of the participants in every event of the course to make this course interactive.

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.

11. Training Methods

Lecture and Discussion, Exercise, Workshop, Role Play, Case Study, Group Work, Panel Discussion, Field Visit, Study Tour, Film Show, Reading Assignment and Other Experiential Learning methods will be used.

11.1 Field Visits and Workshops

At least one day visit will be arranged to some village/community to interact with the poor at the grass root level. Other visits will be planned to districts/organizations to explore potential areas of development/problems in the respective districts/organizations. Participants will collect necessary data for seminar paper. Apart from field visits, a few workshops may be organized to share the issues related to better service delivery. The participants are required to prepare and present group reports as well as individual reports based on their field visits, study tour and workshops.

11.02 Foreign Exposure Visit

To practically observe and share experiences with expatriate counterparts on development and modernization of management processes, an exposure visit to a foreign country will be arranged. This foreign study tour will be supported by Ministry of Public Administration (MOPA). The schedule of the foreign study tour will be announced later on. The participants are required to present group report as well as individual report on the assigned issues in plenary session at BPATC after coming back from the exposure visit.

11.03 Team Work

We believe in team work. Several teams will be formed to enhance interactions among the members of a group to do a particular task. Each group may consist of 5-6 participants. A participant is responsible individually and jointly for the quality of the report prepared by the Group. Each group will present its report in a plenary session.

11.04 Role Play/Simulation

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

11.05 Case Study

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

12. Medium of Instruction

Generally, English/Bengali will be the medium of communication and instruction in most of the sessions in the classroom. Participants are expected to interact in English during classes as well as in other course activities. But Bangla is also acceptable. However the reports and term papers must be presented in English.

13. Expectation from the participants

- Stay in the dormitory rooms allotted to participants at the BPATC campus.
- Wear formal dresses during academic sessions and official functions.
- Follow official manners and etiquette.
- Follow table manners at the cafeteria.
- Be punctual in attending classes and all other activities prescribed for the course.
- 100% attendance as per schedule is necessary. Exceptions are made only in case of unforeseen emergency.
- Undertake study visit, prepare professional papers, reports and perform other tasks assigned by the CMT and resource persons.
- Be sure to secure a minimum of 50% marks in each module/paper/subject.

14. Evaluation Methods

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 the future.

15. Distribution of Marks

Sl. No.	Title of the Modules	Evaluation Methods and Marks		
		Individual	Group	Total
1.	Behavioral Governance	50	-	50
2.	Seminar Paper	100	-	100
3.	Governmental Business Process	50	25	75
4.	Public Service Management	75	-	75
5.	Economics of Development	25	50	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 Skills	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.	Study Tour (Foreign)	-	50	50
17.	Evaluation by CMT	100	-	100
	i) Class Attendance (25)			
	ii) Manners and Etiquette (25)			
	iii) Overall Conduct and Discipline(25)			
	iv) Class Performance (25)			
Grand Total		600	400	1000

16. Grading

Percentage of Marks	Grading
90 and above	AA (Outstanding)
80 to <90	A + (Very good)
70 to <80	A (Good)
60 to <70	B + (Above Average)
50 to <60	B (Average)
<50	Fail

Please note that, if any participant secures less than 50% marks in any of the modules, s/he will be considered as failed in that module. An unsuccessful participant will get maximum two chances to re-appear in the module/paper/subject failed. In such circumstances, the participant

will be required to stay at the Centre for at least additional seven days, and prepare for reassessment to be arranged in a suitable time fixed by BPATC authority.

17. Accommodation

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

18. Food

The participants will take their breakfast, lunch, evening tea, and supper during the scheduled time at the specified dining place of the Centre. The Schedule will be notified during course briefing. A food management committee will be formed from among the participants to manage their meal from training allowances.

19. Dress

Participants must wear formal dresses in all formal course activities. Male participants must wear full-sleeved shirts and tie (supplied by the CMT) with or without suit during academic sessions. It is advisable to wear formal suit during guest night, official dinners, official functions and other formal occasions. Table manners and observance of etiquettes will be 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 sessions and *Sharee* on formal occasions.

N.B. Wearing tie supplied by CMT is mandatory; no other tie is allowed in the classes.

20. Physical Exercise and Games

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

21. Library Facilities

The BPATC Library is a modern and well-equipped library with various books, journals and audio-visual aids. In its possession, there are almost 1,12,000 books for circulation to the

readers. Participants of this Course have ready access to the reading facilities. There is a corner for reading daily newspapers; almost all national dailies published from the capital are available there. Photocopying facilities are also available on payment. Library remains open from 08:00 hrs to 22:00 hrs (Sunday to Thursday) and 16:00 hrs to 18:00 hrs on Friday and 18:00 hrs to 22:00 hrs on Saturday.

22. ICT Facilities

Language Lab, Computer Lab and Internet facilities are available at BPATC. Participants can also 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. 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 Minister's Office will provide necessary supports.

23. 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 on payment. Using mobile phones in the classroom is strictly prohibited.

24. Medical Facilities

The BPATC maintains a small Clinic with limited medical facilities. Participants are given free medical consultation, prescriptions and limited medical care. Medicines are not available at Clinic. Medicines need to be purchased by the participants themselves at their own cost.

25. Recreation and Social Events

Every dormitory has TVs with cable network. Participants can enjoy TV programmes during their leisure time. Participants are encouraged to arrange cultural evenings on the occasion of their mess-night. Spouses of the participants and guests may be invited on cultural evenings, guest nights and closing ceremonies.

26. Prayer

There is a beautiful mosque within the premises of the Centre, but no separate prayer room in the dormitory. Interested participants can offer their prayer in the mosque.

27. Clearance before Departure

Participants are advised to complete the requisite formalities before they obtain their release orders. Before getting the release order, each participant must obtain clearance certificates from the dormitory, telephone unit, computer centre and library.

28. Miscellaneous

Lists of resource persons, contact details of mentors, contact details of module directors nominated participants and important telephone numbers are attached herewith as Annexures.

COURSE CONTENTS

Module-01: Behavioural Governance**Module Director: Ferdous Akhter, MDS (M&PA)****Evaluation: Individual Assignment – 50 Marks****Objectives:** The participants will be able to -

- understand and apply means of HRM and good governance in work place; and
- maintain basic office procedures appropriately.

Session code	Session hour(s)	Topic Title	Speaker	Training Methods
01.01	01	Attitude Change and Mindset Building	Rector	L&D
01.02	01	Etiquette, Manner and Dress Code	Rector	L&D
01.03	01	Art of Public Speaking	Rector	L&D
01.04	01	Administrative Ethics and Values	Rector	L&D
01.05	01	Problem Solving and Decision Making Process	Rector	L&D
01.06	01	Importance of Recruitment, Selection and Training	Rector	L&D
01.07	01	Legal Framework of HRM	Rector	L&D
01.08	01	Techniques of Fair Promotion and Posting/Placement	Rector	L&D
01.09	01	Experience Sharing on Noting, Summary Writing and Preparation of Drafts	Rector	L&D
01.10	01	Writing Working Paper and Minutes of Meeting	Rector	L&D
01.11	01	HRM: Gender Perspective	Rector	L&D
01.12	01	Justice in Governance	Rector	L&D

Module 2: Seminar Paper**Module Director: Md. Shafiqul Haque, Director (Research & Development)****Evaluation:** Individual Assignment (100)**Objectives:** Participants will be able to

- use research process as decision making tool more effectively in their everyday professional responsibilities;
- follow the process to analyse issues more professionally;
- 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 Methods
2.1	02	Introduction to Social Research: Research Methodology, Methods, Techniques of Conducting Research	Shafiq	L & D
2.2	01	Sampling Procedure, Data Collection and Data Analysis	Shafiq	L & D
2.3	02	Writing of Professional Seminar Paper	Mahmud	L & D
2.4	10	Seminar Paper Presentation	CMT	P & D

Module 03: Governmental Business Process

Module Director: Syed Mizanur Rahman, Director (Governmental System)

Evaluation: Individual Assignment- 50, Group Assignment -25

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	L & D
3.2	01	Amendment in the Constitution	GS/Faculty	L & D
3.3	02	Comparative Civil Service	Hakim	L & D
3.4	02	Formulation of Acts, Rules, Regulations and SROs	GS/Faculty	L & D
3.5	01	Innovation and Governance	GS/Faculty	L & GW
3.6	01	Constitutional Provisions in Relation to Rules of Business	GS/Faculty	L&D
3.7	02	Rules of Business and Allocation of Business	Faculty	L & D
3.8	01	Summary Writing (Exercise)	Faculty/GS	L & D
3.9	02	Public Policy Formulation and Policy Review	Kanka	L & GW
3.10	01	Right to Information and National Integrity	GS/Baki	L & D

Module 04: Public Service Management

Module Director: Dr. Rizwan Khair, Director (IP)

Evaluation: Individual Assignment- 75 Marks

Objectives: Participants will be able to

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

Session 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	L & D
4.3	02	Techniques of Strategic Planning: SWOT and PEST Analysis, Devising Strategy	Rizwan	L & E / L & GW
4.4	02	Business Process Re-engineering for Effective Service Delivery	Arif/GS	L & E / L & GW
4.5	02	Leadership in Public Management	Kanka/GS	L & RP / L & GW
4.6	01	Effective Human Relations in Achieving Organizational Goals	Faculty/GS	L & D
4.7	03	Techniques of Effective Team Building	Kanka/GS	L & RP / L & GW
4.8	02	Total Quality Management for Improving Public Service Delivery	Enam	L & E / L & GW

Module 05: Economics of Development

Module Director: Md. Mahmudul Hassan PhD, MDS (P & S)

Evaluation: Individual Assignment- 25 Marks and Group Exercise 50 Marks

Objectives: Participants will be able to

- understand the major policy issues of the economy of Bangladesh;
- identify the challenges of economy of Bangladesh in the context of globalisation;
- explore strategies to overcome those challenges;
- explain gender issues in the light of existing policies, laws and acts; and
- explore opportunities to create gender friendly environment in the family, workplace and society.

Session code	Session hour (s)	Topic Title	Speaker	Training Methods
5.1	02	Analysis of Key Macro-economic Issues/Indicators of Bangladesh	Kamal	L & GW
5.2	02	Economic Development: Sector Analysis	Mahmud	L & E
5.3	02	Implications of Monetary and Fiscal Policy in Maintaining Economic Stability	Zobayer/GS	L & GW/ L & E
5.4	01	Govt. Budgetary System and MTBF	Faculty/GS	L & D
5.5	01	WTO and Developing Countries: Challenges and Opportunities	GS	L & D
5.6	02	Globalisation Process : Merits and Demerits	Enam	L & D
5.7	01	Regional Cooperation and Economic Development	Baki	L & D
5.8	02	Sharing Development Experience: The Case of India, Malaysia and Singapore	Faculty/GS	L & GW/ L & E
5.9	02	Branding Bangladesh	Faculty/GS	L & D
5.10	02	Development Policies and Strategies of Major Development Partners: Beyond 2015	Faculty/GS	L & D
5.11	02	Development Process and Gender Main Streaming	Faculty/GS	L & D
5.12	02	Laws and Conventions for Addressing Gender Issues	GS/Faculty	L & D
5.13	01	Socialisation Process	Arif/Moon	Workshop
5.14	01	Situation Analysis		
5.15	01	Women and Child Right: Legal Provision in Bangladesh		
5.16	01	Gender Mainstreaming		

Module 06: Poverty Reduction : Bangladesh Perspective**Module Director: Dr. Zobayer Enamul Karim, Director (Management)****Evaluation:** Individual 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	Mahmud	L & D
6.2	03	MDGs and Beyond 2015: SDGs and Vision 2021	Baki	L & D
6.3	01	Poverty Reduction Approaches in Bangladesh	Faculty/ GS	L & GW
6.4	01	Institutional Framework for Microfinance in Reducing Poverty in a Sustainable Manner	Faculty/ GS	
6.5	01	Defining the role of NGOs in Addressing Multi-Dimensional Poverty Issues and Their Relationship with GO	Faculty /GS	L & D
6.6	01	The Political Economy of Social Safety Net Programme	Faculty/ GS	L & D
6.7	01	Experiences of Ongoing SFYP in Addressing Poverty Issues	Faculty/ GS	L & D

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

Session code	Session hour(s)	Topic Title	Speaker	Training Methods
7.1	02	Basic Concepts of Project: Preparation, Approval, Monitoring and Evaluation	Shameem	L & D
7.2	01	Project Management and Role of Mid-level Executives in Managing Project	Rector	L & D
7.3	02	Use of Tools and Techniques in Project Selection: Qualitative and Quantitative Approaches	Imam	L & GE
7.4	02	Developing Logical Framework and its Application	Kanka	L & GW
7.5	02	Issues of Preparation of Project Profile in DPP and TPP	Imam	L & E
7.6	01	Analysis of the Role of Authorities & Agencies at Project Approval Process	Jahid	B & E
7.7	01	Project Implementation: Techniques, Problems and Issues	Imam	L & D
7.8	01	Project Organization and Risk Management	Faculty/GS	L & D
7.9	02	Review of Profile /DPP/TPP	GS/Jahid	L & D
7.10	02	MS Project	GS	L & D

Module 08: Procurement Management

Module Director: Md. Zaydul Hoque Molla ndc, MDS (Project)

Evaluation: Group Assignment -50 Marks

Objectives: Participants will be able to explain the general features, processes and methods of public procurement and manage public procurement in a transparent way.

Session code	Session hour(s)	Topic Title	Speaker	Training Methods
8.1	02	Key Features of The PPA 2006 and PPR 2008 and Procurement Planning	Zaydul	L & D
8.2	02	Standard Tender Documents with Reference to Technical Specification ,GCC & PCC	GS/ Faculty	L & D
8.3	02	Steps of Procurement(Goods, Works) & Common Irregularities in Procurement Process	GS(CPTU)	L & D
8.4	02	Tender Opening and Evaluation	GS/ Faculty	L & D
8.5	02	Approval Process & Contract Award	GS/ Faculty	L & D
8.6	02	The PPA 2006 and PPR 2008: Steps of Procurement of Services	GS(CPTU)	L & D
8.7	02	Exercise on Preparation of Tender Document	GS(CPTU)	L & E

Module 09: Environment and Disaster Management

Module Director: Dr. Shah Alam , Director(Planning & Development)

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	Mizan	L & D
9.2	01	Disaster Management	Alam	L & D
9.3	01	Integrated Risk Governance	Jahid	L & D
9.4	02	DRR, CCA: National, Regional And Sectoral and Local Development Planning	GS	L & D
9.5	02	DRR, CCA Mainstreaming into National, Sectoral and Local Development Planning	Amjed	L & GW
		Linkage of Disaster, Climate Change and Sustainable Development		
9.6	01	Coordination in Disaster Management	Alam	L & D
9.7	02	Group Report and Presentation	MD	GE

Module 10: Conflict Management and Negotiation

Module Director: Md. Shohel Imam Khan, Director (PPR)

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	Shohel	L& RP
10.2	01	Conflict Assessment		
10.3	03	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	Techniques of Writing MoU/Agreement	Noor	L & E
10.6	01	Development of Negotiation Skills and Untold Stories of Negotiation	GS	L & D

Module 11: Improving Language Skills

Module Director: AFM Amir Hossain, DD (Publication)

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	Amir	D& E
11.2	02	English Writing Skills: Practice Sessions	Amir	E
11.3	02	English Speaking: Practice Sessions	Amir	P & E
11.4	02	Enhancing Presentation Skills	Shohel	P & E
11.5	04	Debate	GS/ Faculty	P & E
11.6	02	Extempore Speech	GS	P & E
11.7	01	Self Introduction	GS	P & E
11.8	03	Bangla Spelling & use of proper words/phrases	Kabed	L & E

Module 12: ICT & E-Governance**Module Director: Muhammad Ziaul Islam, System Analyst (CC)****Evaluation:** Group Work/Presentation- 50 Marks (Individual Assignment -25, Group-25)**Objectives:** Participants will be able to

- Develop ICT Skills and contribute towards e-Governance;
- Develop capacity in public sector 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	Introduction to ICT and Familiarization of BPATC ICT Activities	Ziaul	L & D
12.2	02	e –Learning Platform	A2i & Tanjur	L & D
12.3	01	Introduction to LAN,WAN & their Application	Ziaul/ Altab	L & D
12.4	03	Professional Use of MS & Word and Power Point	Tanjur/ Altab	L & P
12.5	02	e-Governance: Concept, Architecture Challenges and Opportunities	GS/ Ziaul	L & D
12.6	02	ICT for Development: Basics and Online Service	A2i and Module Director	Workshop
12.7	01	Innovation in Public Sector Management/Electronic Service Delivery		
12.8	01	Improving Service Delivery through ICT in Bangladesh		
12.9	01	ICT Policy and Challenges	GS	L & D
12.10	01	Group Report Preparation and Presentation	Ziaul	GW

Module 13: Physical Conditioning and Games**Module Director: Md. Moshior Rahman****Evaluation:** Individual Assessment- 25 Marks (Dress-5, Participation-10, Attendance-10)

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	Mustafiz	L & D
13.2	1	Effects of Exercise on Different Organs	Zawad	L & D
13.3	1	Managing Wellness	Zawad	L & D
13.4	1	Ideal Nutrition Status: Healthy Lifestyle and Food Habits	Moshior	L & D
13.5	-	Practical: Physical Conditioning (Morning); Walking, Jogging, Freehand Exercises, Ground Exercise, Stretching, Yoga. Games (Evening): According to the Participants' Interest (Volleyball, Tennis, Badminton & other activities)		

Module 14: Field Attachment Programme

Module Director: Mostak Ahmed, DD (IP) and Course Coordinator

Duration of Attachment: 4 Days

Evaluation Method: Group Report- 50 Marks

Objectives: To enable the participants to

- use different tools and techniques for analysing organisation and
- identify and solve organisational problems.

Overall Task: Participants shall visit local offices at Upazila/District level and some departments for the collection of seminar data/information to define the relationship between policies, approaches and poverty problem at the local level
, review existing service delivery and organizational process, identify specific problems and reform areas, analyze the context and finally develop policy insights for sustainable replication of the intervention.

Module 15: Contemporary Issues

Individual Assignment- 50

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

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	Public Service at Doorsteps	GS	L & D
15.2	02	Corporate Social Responsibility in Bangladesh	Shohel	L & D
15.3	02	Maritime Boundary and Challenges of Exploring Economic Potentials for Bangladesh	GS	L & D
15.4	02	Ensuring Effective Linking of Innovations in Public Service Management with Democratic Process	GS	PD
15.5	02	Issues of Responsive Governance	GS	PD
15.6	02	Share Market and Its Implications for Macro-Economy: Bangladesh Perspective	GS	PD
15.7	02	Challenges of Translating Reform Issues into Action: Bangladesh	GS	L & D
15.8	02	Energy Security of Bangladesh	GS	L & D
15.9	02	Civil-Military Relationship	Shohel	L & D
15.10	02	Cultural Heritage of Bangladesh	Kabed	L & D
15.11	02	Challenges of Food Security in Bangladesh	GS	L & D
15.12	02	Smoking and Health Hazard	GS	L & D
15.13	02	Sound Noise and Noise Pollution	GS	L & D
15.14	02	Public Private Partnership	GS/ Faculty	L & D
15.15	02	Value Chain Management of Agricultural Products	GS/ Faculty	L & D
15.16	02	General Ethics: An Introduction	GS/ Faculty	L & D
15.17	02	National Integrity Strategy	GS	L & D
15.18	02	Transparency and Accountability in Administration	GS	L & D

Note: CMT/Module Director may arrange extension lectures on other suitable issues.

Module 16: Study Tour (Foreign)**Module Director: Senior Faculty Member of the Team**

Duration of Visit: Ten (10) days

Evaluation: Group Report- 50 Marks

Objectives: To enable the participants to see for themselves how the visiting 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 supported by BPATC. A participant who is unable to go abroad because of unavoidable grounds must submit a special assignment as instructed by the CMT instead of feedback seminar presentation.

Overall Task: Participants shall 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 their respective countries.

Profile of Rector, BPATC



**A.K.M. Abdul Awal
Mazumder**

Rector/CEO
(Secretary to the Government)

Higher Education

BSS (Hons.) and MSS in Political Science from Dhaka University. Stood 4th in Hons. And 1st class 2nd in MSS. Completed Post Graduation from Johns Hopkins University, USA. Attended Indiana University, USA, University of California, Los Angeles, (UCLA), USA, Cambridge University and University of London, UK, for higher studies/higher training. Mr. Mazumder is a Hubert Humphrey Fellow. An honorary citizen of Dallas city. Took part in the Liberation War of Bangladesh in 1971 at the age of 14 (Fourteen).

Training

Mr. Mazumder underwent Foundation Training Course at Civil Officers Training Academy (COTA), Shahbag, Dhaka. He also completed Law Training at COTA, Military Training at Bangladesh Military Academy (BMA), Bhatiyari, Chittagong and Survey and Settlement Training at Settlement Training Camp, Chalna, Gazipur.

Had been an intern of United Nations Head Quarters for 42 days, an intern of Dallas City Government, USA for 21 days, an intern of Maryland Health Department, USA for 42 days, an intern of Federal Department of Health & Human Services, USA for 03 days, an intern of Patton Township, USA for 21 days and visited White House and exchanged views with the professionals of public relations office of President Clinton to achieve experience about the service delivery system of White House.

Mr. Mazumder had been a regular guest speaker of Bangladesh Civil Service Admin Academy, Bangladesh Foreign Service Training Academy, National Academy for Educational Management (NAEM) and National Academy for Primary Education (NAPE). He has also been a regular speaker in the training programs for civil-military officers organised by CDMP.

Professional Career

Mr. Mazumder has a very brilliant and colorful Professional Career. He started professional career as a Lecturer in Political Science at Rajshahi University. Later he joined the Bangladesh Civil Service (Admin) Cadre as a member of 1982 Regular Batch.

He worked in the following capacities

1. Upazila Magistrate, Kishoregonj Sadar & Mymensingh Sadar Upazila & UNO (In chage) Kishoregonj Sadar.
2. Assistant Director Local Government (ADLG) & Secretary, Zilla Parishad, Mymensingh.
3. Upazila Nirbahi Officer, Gouripur, Mymensingh & Singaire, Manikgonj.
4. Additional Deputy Commissioner (ADC), Gazipur.
5. Additional District Magistrate (ADM), Gazipur.
6. Senior Assistant Secretary, Ministry of Home Affairs.
7. Senior Assistant Secretary, Ministry of Establishment (Ministry of Public Administration)
8. Senior Assistant Secretary, Ministry of Primary Education.
9. Deputy Secretary, Ministry of Health & Family Welfare.
10. Deputy Commissioner/District Magistrate/Collector, Faridpur.
11. Deputy Secretary, Cabinet Division.
12. Joint Secretary, Committee and Development/Field Administration/Cabinet, Cabinet Division.
13. Joint Secretary, Local Government Division.
14. Director General/CEO, Bangladesh Rural Development Board (BRDB).
15. Additional Secretary, Ministry of Education.
16. Chairman/CEO, Non-Government Teachers' Registration and Certification Authority (NTRCA).
17. Additional Secretary, Ministry of Food & Disaster Management.
18. Additional Secretary, Ministry of Agriculture.
19. Secretary, Ministry of Science & ICT.
20. Chairman, Land Reforms Board (LRB).
21. Secretary, Ministry of Primary & Mass Education.
22. Director General/CEO, National Academy for Planning and Development (NAPD).

Extra Curricular Activities/Social Activities

1. Former Member of the Syndicate, Chittagong University of Science & Technology; Dhaka University of Science & Technology; Khulna University of Science & Technology; Rajshahi University of Science & Technology; Moulana Bhasani Science & Technology University, Tangail.
2. Former Member of the Senate, Dhaka University and Jahangir Nagar University.
3. Former Member, Board of Directors, Bangladesh Krishi Bank; Bangladesh Agricultural Development Corporation (BADC); Palli Karma Shohayak Foundation (PKSF)
4. Former Member, Board of Governance, Bangladesh Institute of Development Studies (BIDS).
5. Former Vice President of National Committee of Bangladesh Scouts
6. Former Chairman, Governing Board, National Institute of Bio-technology; Bangabandhu Novo Theater; Bangladesh National Science Museum and BANSDOC;
7. Former Vice Chairman, National Executive Committee of Bangladesh Hi-tech Park Authority and National Council Committee of Bangladesh Computer Council.
8. Former Chairman, Taskforce of Cabinet Division, Govt. of Bangladesh.
9. Former Chairman, National Curriculum (Primary Education) Coordination Committee.
10. Former Chairman, National Steering Committee for Monitoring Text Books Printing and Distribution.
11. Chaired almost 200 Committees as Upazila Nirbahi Officer, ADC & DC.
12. Life Member, Salimullah Hall, Dhaka University & Political Science Alumni Association.

Diplomatic Activities

1. Represented Bangladesh as Head of the State Delegation in the General Assembly of International Atomic Energy Agency (IAEA) held in Vienna, Austria.
2. Represented Bangladesh as Head of the Delegation in the General Assembly Meeting of Food and Agriculture Organization (FAO), held in Tunisia.
3. Led Bangladesh Delegation to Asian Development Bank (ADB) for Loan Negotiation held in Manila, Philippines.
4. Had been Focal Point of Bangladesh to the Asian Development Bank (ADB)/OECD initiatives for Good Governance.
5. Had been the youngest member in the State Delegation of Bangladesh in the Global Education Forum Meeting held in Dakar, Senegal.

Visited 38 countries of the world including USA, UK, Russian Federation, Australia, China, Germany, Spain, Switzerland, France, Denmark, Japan, Netherlands, Korea, Egypt, Mali, Morocco, Malaysia, Indonesia, Sri Lanka, India, Thailand, United Arab Emirates, Iran, Qatar, Hong Kong, Belgium, Luxembourg etc.

Seminars/ Workshops

1. Attended workshops/Seminars on Good Governance organized by United Nations/UNDP/ADB/Commonwealth Secretariat in Malaysia, Indonesia, China and Singapore
2. Attended workshops on Disaster Management and Planning in Japan, Denmark, Switzerland and Sri Lanka.
3. Attended Seminars/ Workshops on Quality Education in England, Senegal, Mali, the Netherlands, Thailand, Switzerland and Iran.
4. Attended workshops on Local Government Management in the U.K., U.S.A.
5. Attended Ministerial Conference on Food Security in Spain.
6. Attended Training Program/visit on Procurement in Australia.
7. Led Bangladesh Delegation in the Regional Conference of Humphrey fellows held in Agra, India.
8. Led Bangladesh Delegation in the Global Annual Conference on Science & Technology held in Egypt.

Academic Areas of Interest

Governance, HRM/HRD, Art of Decision Making, Moral and Ethical Education, Local Government Management, Issues related to Education, Disaster Management, Project management, Contemporary Global Issues, History of the notable Liberation Wars of the World.

Guideline for Writing a Seminar Paper

Introduction

'Writing seminar paper' is an integral part of Advanced Course on Administration and Development (ACAD). 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 personalities in the area. This brief guide 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, 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.

Abstract

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

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 this 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

- The general background of your work,
- The objective of your own work,
- The reasons why your work is interesting and useful
- Define issue and any key terms
- Limit scope as necessary
- State problem by defining the gap
- Explain how present study attempts to fill the gap (write methods and material that you will apply to collect information/data)
- End with idea and preview organization of the rest of the paper

2. 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.

3. 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, theories to identify the gaps.

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

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. Section: 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.
- 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/Bibliography

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 annex.

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, 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,

Chapter-2: Methods and Materials (Details of sub-heads will be worked out by the Participants)

Chapter-3: Literature Review (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/Bibliography

IV. Appendix

1. Seminar 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 Indentify 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.

2. Mentoring the Seminar 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 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 their further 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. The Faculty Members mentioned in Annexure-B will be engaged in mentoring the relevant seminar groups:

Major Seminar Topics and Assigned Mentors for 100th ACAD

Sl. no	Name of the Theme	Name of Mentor	Contact No. & email (Phone & E-mail)
1.	Role of Public Servants in Improving the Quality of Education	Sheikh Md. Kabeul Islam Director (LTA)	77451010-16 Ext: 4116(o), 01716034232(m) kabeulislam@hotmail.com
2.	Ethical Values in Public Administration	AKM Enamul Haque Director (BS)	7745019(o), 7745010-16 Ext: 4113(o), 01815409090(m) haq3958@yahoo.com
3.	Vision 2021 and the Role of Civil Servants	Syed Mizanur Rahman Director (Govt. System)	7745010-16 Ext: 4107(o), 01732098308(m) syed1963@gmail.com
4.	Talent Management in Civil Service : An Assessment	Kazi Hasan Imam Director (Evaluation)	7745010-16 ext 4128(o)/4439(r) 01716401005 kazihasanimam@yahoo.com
5.	Civil Service and National Development	Dr. Rizwan Khair Director (IP)	7745010-16, Ext. 4115, 7711611(o), 01552329371(m) rizwan.khair@gmail.com

Contact Details of Module Director

Module no.	Name of Module	Module Directors in 100 th ACAD	Contact (Phone & E-mail)
1.	Behavioural Governance	Ferdous Akhter, MDS (M&PA)	7745010-16 Ext:4102, 7746601(o), 01911047636(m) ferdousakhter7291@gmail.com
2.	Research Process and Seminar Paper Writing	Md. Shafiqul Haque Director (Research & Development)	7745010-16 Ext: 4171(o), 7744998(h), 01552329028, 01840988173 shafiqulh@gmail.com
3.	Governmental Business Process	Syed Mizanur Rahman, Director (Govt. System)	7745010-16 Ext: 4107(o), 01732098308(m) syed1963@gmail.com
4.	Public Service Management	Dr. Rizwan Khair, Director (IP)	7745010-16, Ext. 4115, 7711611(o), 01552329371(m) rizwan.khair@gmail.com
5.	Economics of Development	Md. Mahmudul Hassan PhD MDS(P & S)	7745010-16 Ext:4104, 7745027(o), 01915730440(m) hassan377@yahoo.com
6.	Poverty Reduction: Bangladesh Perspective	Dr. SM Zobayer Enamul Karim Director (Management)	7711620(o), 7745010-16 Ext: 4133(o)/4472(r) smzekphd1959@gmail.com smzobayer2003@yahoo.com
7.	Public Project Management	Kazi Hasan Imam Director(Evaluation)	7745010-16 ext 4128(o)/4439(r) 01716401005 kazihasanimam@yahoo.com
8.	Procurement Management	Md. Zaydul Hoque Molla ndc, MDS (Project)	7745010-16 Ext: 4304, 7744822(o), 01715616743(m) mdzaydul@gmail.com
9.	Environment and Disaster Management	Dr. Shah Alam Director (Planning & Development)	7745010-16 Ext: 4139(o) 7742212(o), 01715134365(m) alams64@yahoo.com
10.	Conflict Management and Negotiation	Md. Shohel Imam Khan Director (PPR)	7745010-16, Ext. 4117, 7746606(o) 01713747068(m) shohel.imam@yahoo.com
11.	Improving Language Skills	AFM Amir Hussain, DD (Publication)	7745010-16, 01712836525(m), 01917113032(m) amirbirmingham@yahoo.com
12.	ICT and e-Governance	Muhammad Ziaul Islam, System Analyst(CC)	7745010-16 ext: 4430(o) 7745017 (o), 01819-448979(m) ziaul@bpatc.org.bd likhon_26@yahoo.com
13.	Physical Conditioning and Games	Mohammad Moshior Rahman Director (Physical Education)	7745010-7745016, 01552453649(m)
14.	Field Attachment Programme	Mostak Ahmed DD(IP) and Course Coordinator	7745010-16, 01819499421(m) mostakbd1976@gmail.com
15.	Contemporary Issues	Md. Abdul Hakim Director (Public Administration) & Course Director	7745010-16 Ext: 4112(o) 7746604(o) 01719199539 mukulhakim85@gmail.com
16.	Study Tour (Foreign)	Senior Faculty Member of the Team	-

Members of the Faculty
(Not in Order of Seniority)

Sl. No.	Name	Designation	Code
1.	A. K. M. Abdul Awal Mazumder	Rector	Rector
2.	A. S. Shameem Ahmed	Member Directing Staff	Shameem
3.	Ferdous Akhter	Member Directing Staff	Ferdous
4.	Md. Mahmudul Hassan, PhD	Member Directing Staff	Mahmud
5.	Md. Zaydul Hoque Molla ndc	Member Directing Staff	Zaydul
6.	Ms. Kanka Jamil	Member Directing Staff	Kanka
7.	Dr. Rizwan Khair	Director	Rizwan
8.	Mr. Syed Mizanur Rahman	Director	Mizan
9.	Shaikh Md. Kabedul Islam	Director	Kabed
10	Md. Abdul Hakim	Director	Hakim
11	Ali Yusuf Muhammad Sultan Noor	Director	Noor
12	Dr. Shah Alam	Director	Alam
13	A. K. M. Enamul Haque	Director	Enam
14	Abdul Baki	Director	Baki
15	Md. Golam Rabbani	Director	Rabbani
16	Mallick Sayeed Mahbub	Director	Mallick
17	Md. Kamal Uddin Biswas	Director	Kamal
18	Md. Shohel Imam Khan	Director	Shohel
19	Md. Abdur Razzak Sarker	Director	Razzak
20	Kazi Hassan Imam	Director	Imam
21	Md. Shafiqul Haque	Director	Shafiq
22	Dr. S.M. Zobayer Enamul Karim	Director	Zobayer
23	Md. Moshior Rahman	Director	Moshior
24	Md. Golam Mahede	Director	Mahede
25	Md. Zakir Hossain	Director	Zakir
26	Dr. Md. Saiful Alam	Deputy Director	Saiful
27	Mohammad Masudur Rahman Bhuiyan	Deputy Director	Masud
28	Dr. Sk. Muslima Moon	Deputy Director	Moon
29	A.F.M. Amir Hussain	Deputy Director	Amir
30	Mohammad Razibul Islam	Deputy Director	Razib
31	Salina Jaman	Deputy Director	Salina

Sl. No.	Name	Designation	Code
30	Mohammad Razibul Islam	Deputy Director	Razib
31	Salina Jaman	Deputy Director	Salina
32	M. Arifur Rahman, PhD	Deputy Director	Arif
33	Mohammad Amjed Hossain	Deputy Director	Amjed
34	Dr. Md. Zohurul Islam	Deputy Director	Zohur
35	Md. Zahidul Islam	Deputy Director	Jahid
36	Mohammad Ziaul Islam	Systems Analyst (cc)	Ziaul
37	Mohammad Saiful Islam	Programmer	Saiful
38	Md. Atikuzzaman	Deputy Director	Atik
39	BM Benojir Ahmed	Deputy Director	Benojir
40	AKM Aynual Haque	Deputy Director	Aynual
41	Dr. Rokeya Fahmida	Deputy Director	Fahmida
42	Mostak Ahmed	Deputy Director	Mostak
43	Md. Sharif Hasan	Deputy Director	Sharif
44	Mohammad Shafiuzzaman Bhuiyan	Deputy Director	Shafi
45	ATM Arif Hossain	Deputy Director	Arif
46	Nasrin Sultana	Assistant Director	Nasrin
47	Md. Yusuf Ali	Assistant Director	Yusuf
48	Dr. Md. Mostafizur Rahman	Medical Officer	Mostafiz
49	Dr. Rashed Sarowar Alam	Medical Officer	Rashed
50	Dr. Syed Shamsul Arefin	Medical Officer	Arefin
51	Farjana Afrose	Assistant Director	Farjana
52	K. M. Abdul Kader	Deputy Director	Kader
53	Mehedi Masud	Deputy Director(PPR)	Masud
54	Dr. Md. Araf Zawad	Assistant Director	Zawad
55	Tanjur Ahmed Joarder	Assistant Programmer	Tanjur
56	Mohammad Altab Hossain	Assistant Programmer	Altab
57	Md. Amir Kasru	Assistant Director	Kasru
58	Nasrin Akhter	Evaluation Officer	Nasrin
59	Jakia Sultana	Evaluation Officer	Jakia
60	A. N. M. Sajidul Ahsan	Research Officer	Sajidul
61	Mohammad Mamun	Research Officer	Mamun

Important Contact Numbers
(PABX: 7745010-16, 7742080-85; Fax: 7745029)
www.bpatc.org.bd

Sl. No.	Name	Designation	Telephone/Ext./ Mobile/e-mail
1.	A. K. M. Abdul Awal Mazumder	Rector	7745028 /4101 rector@bpatc.org.bd
2.	Ferdous Akther	MDS (M & PA) & Course Advisor	7745010-16 Ext:4102, 7746601(o), 01911047636(m) ferdousakhter7291@gmail.com
3.	Md. Abdul Hakim	Director (Pub. Admin) & Course Director	7745010-16 Ext: 4112(o) 7746604(o) 01719199539 mukulhakim85@gmail.com
4.	Mallick Sayeed Mahbub	Director (Administration)	7745023 Ext: 4107(o) 01712773232(m)
5.	Md. Golam Mahede	Director (TOT) & Course Coordinator	01715300908 7745010-16 mahede60@gmail.com
6.	Mostak Ahmed	Deputy Director (IP) & Course Coordinator	7745010-16, 01819499421(m) mostakbd1976@gmail.com
7.	Dr. Md. Zohurul Islam	Deputy Director (Service)	7746618 4121 01716458964
8.	Dr. Md. Mustafizur Rahman	Medical Officer	4143 01932791761
9.	Md. Abul Based	Assistant Director (Logistics) CC	4146 0171658029
10.	Md. Golam Azam Khan	Assistant Director (Dormitory) CC	01715817450
11.	Md. Aminul Islam	Supervisor Dormitory- 1	01716610525
12.	Course Office	100 th ACAD	4631
13.	Cafeteria		4226
14.	Library Counter		4650
15.	Library Journal		4262
16.	Reception		4220
17.	Clinic		4231
18.	Manager, Sonali Bank Ltd.		4209
19.	ITC		4329/4333
20.	Gate-1		4235
21.	Gate-2		4200

List of Participants of 100th ACAD

Sl. No	Name And ID Number	Designation and Place of Posting	Mobile Number
1.	Md. Mijanur Rahman (5461)	Deputy Secretary (OSD) Ministry of Public Administration	01711580173
2.	Mr. Md. Aatur Rahman (5888)	Deputy Director (Deputy Secretary) Dept. of Disaster Management	01715008030
3.	Mr. Mafiz Uddin Ahmed (5952)	Deputy Secretary Finance Division, Ministry of Finance	01552360775
4.	Mr. Md. Hasan Sarwar (5960)	Member 1st Court of Settlement Segun Bagicha, Dhaka	01715400700
5.	Md Mahbubur Rahman Faruquee (6098)	Deputy Secretary (OSD) Ministry of Public Administration	01718535249
6.	Dr. Md Golam Mustofa (6275)	Deputy Secretary M/O Science & Technology	01552324590
7.	Mr. Md. Mahbub Alam Talukder (6284)	Deputy Secretary Ministry of Public Administration	01711937880
8.	Mr. Sardar Md Keramat Ali (6289)	Deputy Secretary Primary & Mass Education Division	01715040545
9.	Mr. A.H.M Lokman (6337)	DDLG (Deputy Secretary), DC Office, Mymensingh	01733559922
10.	Mr. Md. Azimuddin Biswas (6397)	Director (Deputy Secretary) Prime Minister's Office	01718092088
11.	Mohammad Mukhlesur Rahman Sarker (6401)	Director (Deputy Secretary) Prime Minister's Office	01712297677
12.	Mr. Md. Masumur Rahman (6417)	Deputy Secretary Ministry of Environment and Forest	01711308900
13.	Mr. M A Kamal Billah (6423)	Deputy Secretary Bangladesh National Parliament Secretariat	01712545602
14.	Mr. Md. Abul Bashir (7577)	Deputy Manager (Deputy Secretary) Public Private Partnership Office, Prime Minister's Office	01552382306
15.	Mr. Md. Habibur Rahman Hosaini (7579)	Deputy Director (Deputy Secretary) Export Promotion Bureau, TCB Bhaban Dhaka.	01712619006
16.	Mr. Shah Abdul Alim Khan (7580)	Deputy Secretary M/O Defence	01912674618
17.	Mr. Muhammad Ashraf Ali Faruk (7590)	Deputy Secretary M/O Defence	01711026317
18.	Mr. Md. Asir Uddin Sarder (7636)	Chief Officer Trading Corp of Bangladesh, Kaoran Bazar, Dhaka	01550151170
19.	Syed Amdadul Huq (7660)	Director Bangladesh Hi-Tech Park Authority	01720343861
20.	Mr. A.M. Motaher Hossain(7739)	Deputy Secretary (OSD) Ministry of Public Administration	01711788691

Sl. No	Name And ID Number	Designation and Place of Posting	Mobile Number
21.	Mr. Zahangir Alam (7727)	Deputy Secretary (OSD) Ministry of Public Administration	01771773055
22.	Mr. Md. Mahmud Kabir (7755)	Deputy Secretary (OSD) Ministry of Public Administration	01716050187
23.	Mr. Md. Muhiuddin Khan(7742)	Deputy Secretary (OSD) Ministry of Public Administration	01711393368
24.	Mr. Md. Nasir Uddin Tarafder (7773)	Deputy Secretary (OSD) Ministry of Public Administration	01550151230
25.	Dr. Muhammed Mehedi Hassan (7710)	Deputy Secretary (OSD) Ministry of Public Administration	01552476487
26.	Mr. Eiftekher Ahmed (7724)	Deputy Secretary (OSD) Ministry of Public Administration	01715411562
27.	Mr. Md. Wadud Hossain (7705)	Deputy Secretary (OSD) Ministry of Public Administration	01718219697
28.	Mr. Md. Ashrafuzzaman (7752)	Deputy Secretary (OSD) Ministry of Public Administration	01710651398
29.	Commander F M Abdullah Yusuf (C), Bn (P No-1118)	Samudra Joy /Comban/OSTG	01769726159
30.	Wing Commander Md. Ahmodur Rashid (BD/8414), ADWC	Air Force Base, Pahar Kanchanpur, Tangail	01711933221
31.	Major Md. Mizanur Rahman, Psc,G Artillery	Army Head Quarter, General Staff Branch, Artillery Directorate	017690123260
32.	Satya Ranjan Mondol (7684)	Deputy Project Director Development of the Bangladesh Database Project, Bureau of Statistics, Statistical Division	01772048347
33.	Syed Mojibul Huq (7519)	Deputy Secretary Information & Communication Tech Division	01554324960

Reference

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.
- Adams, Gerald R. and Schvaneveldt, Jay D. (1985), *Understanding Research Methods*, New York: Longman.
- Aminuzzaman M. Salahuddin, (1991) *Introduction to Social Research*. Dhaka: Bangladesh Publishers.
- Babbie, E. (1986), *The Practice of Social Research*, California, Wadsworth Publishing Co.
- Brenner, Michael, Brown, Jennifer, and Canter, David (1987), *The Research Interview: Uses and Approaches*, London, Academic Press Inc. Ltd.
- Bynner, John and Stribley, Keith M. (1986), *Social Research: principles and procedures*, New York, The Open University Press.
- Creswell, John W. (1998), *Qualitative Inquiry and Research Design*, India: New Delhi.
- Douglas, Jack D. (1976), *Investigative Social Research*, UK: London.
- Ghosh, B. N. (1985), *Scientific Method & Social Research*, 3rd edition. India: New Delhi.
- Goode, William J. and Poul K. Hatt (1981), *Methods in Social Research*, Singapore: McGraw-Hill Book Company.
- Gupta, S. (1993). *Research Methodology and Statistical Techniques*, New Delhi: Deep and Deep Publications.
- Hannagan, T. J. (1986), *Mastering Statistics*, 2nd edition. London: Macmillan.
- Hobbs, Nicholas (1968) "Ethical Issues in the Social Science", in David Sills (ed.), *International Encyclopaedia of the Social Sciences*, Volume 5. New York: The Macmillan Company and the Free Press.
- Iyengar, T.K.S., Rao, Ramakrishna, M. and Chary, S.L.V. (ed.) (1978), *and Techniques of Technical Report Writing*, New Delhi: Allied Publishers Private Limited.
- Khaleque et al. (1990) *A text book on Research Methodology in Social Science*. Dhaka: Hasan Book House.
- Langer, Elinor (1966) *Human Experimentation: New York Verdict Affirms Patient's Rights*, *Science* 152:663-666.
- Mian, Muhammad Ali (1984), *An Introduction to Statistics*, 4th ed. Dhaka: Ideal.
- Mir Obaidur Rahman, *Introductory Quantitative Methods: A Policy Approach*.
- Mostafa, M.G. (1981), *Methods of Statistics*, 2nd ed. Dhaka: Anwari-2
- Naiman, Arnold (1977), *Understanding Statistics*, 2nd ed. New York: McGraw-Hill,
- Sharma, R. D. (1988), *Research Methodology in Social Sciences*, 1st ed. India: New Delhi.

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

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

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

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

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

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

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

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

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

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

Module-04: Public Service Management

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

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

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

Halachmi, A.(1995) 'Re-engineering and Public Management: Some Issues and Considerations', *International Review of Administrative Sciences*, Vol. 61(4): 104-112.

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

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

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

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

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

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

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

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

- Amelia U. Santos-Paulino (2004): "Trade Liberalization and the Balance of Payments in Selected Developing Countries," Manchester School, University of Manchester, vol. 72(1), pages 100-118, 01
- Arndt, Sven W et al, (ed 1985) Exchange Rates, Trade and the U.S. Economy, Cambridge: Ballinger Publishing Company
- Asian Development Bank (2009), Macroeconomic Management and Government Finance, Oxford University Press, India
- Bangladesh Bank, Statistics Department, Annual Report, Various issues
- Bangladesh Bank, Statistics Department, Monthly Economic Trends, Various issues
- Benigno, Gianluca (2004). Real Exchange Rate Persistence and Monetary Policy Rules. *Journal of Monetary Economics*, 51:473-502.
- Bernanke, Ben, and Posen, Adam (1999). *Inflation Targeting: Lessons from the International Experience*. Princeton University Press.
- Bhattacharya, B.B.(2006): Macroeconomic Reforms, Growth and Stability, Oxford University Press, India
- Clarida, Richard, Gali, Jordi, and Gertler, Mark (2000). Monetary Policy Rules and Macroeconomic Stability: Evidence and Some Theory. *Quarterly Journal of Economics*, 115:147-180.
- Clarida, Richard, Gali, Jordi, and Gertler, Mark (2001). Optimal Monetary Policy in Open versus Closed Economies: An Integrated Approach. *The American Economic Review*, 91:248-252.
- Clarida, Richard, Gali, Jordi, and Gertler, Mark (2001). The Science of Monetary Policy: A New Keynesian Perspective. *The Journal of Economic Literature*, 37:1661-1707.
- Corsetti, Giancarlo, and Pesenti, Paolo (2005). International Dimensions of Optimal Monetary Policy. *Journal of Monetary Economics*, 52:281-305.
- Dasgupta, Dipak and Supriyo De. 2011. "Fiscal Deficit," in *New Oxford Companion to Economics in India*, Kaushik Basu and Annemie Maertens eds. New Delhi: Oxford University Press.
- Desai, Padma (ed. 1997) Going Global: Transition from Plan to Market in the World Economy, Cambridge: The MIT Press
- Ephraim, Kleiman (2010): Externalities and Public Goods in the Talmud, The Oxford Handbook of Judaism and Economics, DOI:10.1093/oxfordhb/ 9780195398625.013.0005, The Oxford University Press, India
- Estimates Based on a New Measure of Fiscal Shocks." National Bureau of Economic
- GOB, External Resources Division (ERD), Aid Management in Bangladesh-2011
- GOB, External Resources Division, Flow of External Resources into Bangladesh, Various issues
- GOB, Ministry of Finance, Bangladesh Economic Review-2013
- GOB, Ministry of Planning, Sixth Five Year Plan (FY2011-FY2015)
- Hanson, J.L. and Orchard, E.W (1983) Monetary Theory and Practice, London and plymouth: The English Language Book Society and Mac Donald & Evans Ltd.
- Iacoviello, Matteo (2005). House Prices, Borrowing Constraints, and Monetary Policy in the Business Cycle. *American Economic Review*, 95(3):739-764.
<http://ideas.repec.org/a/aea/aecrev/v95y2005i3p739-764.html>
- Jhingan, M.L (1998) Micro Economic Theory, Delhi: Vrinda Publications (p) Ltd.
- Kumar, Rajiv and Alamuru Soumya. 2010. "Fiscal Policy Issues for India after the Global Financial Crisis (2008-2010)." *Asian Development Bank Institute, Working Paper No. 249*.

Lachmann, Ludwig M.(1969): "Methodological Individualism and the Market Economy," In Roads to Freedom: Essays in Honour of Friedrich A. von Hayek, edited by Eric Streissler, et al., pp. 89-10. London: Routledge & Kegan Paul

Lulsey, Jane (ed. 2002) International Economic Regulation, Burlington: Ashgate Publishing Company.

Mankiw (2007) Macroeconomics

Mankiw, N. Gregory (1998): Principles of Economics, The Dryden Press (Tokyo)

McConnell, Campbell R. and Stanley Brue (2004): Principles of Economics, sixteenth edition, New York: McGraw-Hill / Irwin

Millennial Edition, Volume 3, edited by Susan Carter, et. al. New York: Cambridge University Press.

Murshed, Syed Mansoob (1997) Macro Economics For Open Economics, London: The Dryden Press.

Parveen, Farida (2005) "Currency Devaluation as a Strategy for Export Promotion and Resource Reallocation Toward the Tradable Goods Sector", Bank Parikrama-A Journal of Banking & Finance, Vol 30, No. 1.

Rajan, Ramkishan S. (2009): Monetary, Investment and Trade Issues, Oxford University Press, India

Ray, Partha (2013): Monetary Policy, The Oxford University Press, India

Ray, Partha(2013): Monetary Policy, The Oxford University Press, India.

Research Working Paper Number W13264. Cambridge, Massachusetts.

Richard G. Lipsey et al. (1990): Economics (9th edition), Longman Higher Education; ISBN-13: 978-0060439088

Romer, Christina and David Romer. 2006. "The Macroeconomic Effects of Tax Changes:

Samad (2009) Macroeconomic Stability and Investment Opportunity in Bangladesh, Paper Presented at Investment Conference and Road Show on Power and Energy Projects, Millennium Gloucester Hotel & Conference Centre, London, 15-16 December 2009

Samuelson, Paul. A and Temin, Peter (1976) Economics, Tokyo: Mc Graw-Hill Kogakusha Ltd.

Sen, Amartya (2006): Development as Freedom, Oxford University Press, New Delhi

Sikder, Soumyen (2011): Principal of Macroeconomics (Second Edition), Oxford University Press, India

Taylor, John (1999). A Historical Analysis of Monetary Policy Rules. In: *Monetary Policy Rules*, Chicago: The University of Chicago Press.

Todaro, Michael P, (1992) Economic Development in the Third World, New York & London: Longman

UNDP, Human Development Report -2013.

Wallis, John Joseph, and Daniel K. Benjamin. 1981. "Public Relief and Private Employment in the Great Depression," *Journal of Economic History* 41 (March): 97-102.

Wheelock, David. 2006. "Monetary Policy" in *Historical Statistics of the United States*,

Wicker, Elmus. 1966. *Federal Reserve Monetary Policy, 1917-1933*. New York.

Module 07: Public Project Management

Public Administration and Public Affairs, Nicholas Henry, Prentice Hall of India.

Development Administration, Dr. RK Sapru, Deep & Deep Publishers, India.

Development Administration, RD Sharma, HK Publications & Distributors, India.

Development Administration, TN Chaturvedi (Edited), Indian Institute of Public Administration.

Public Management & Administration, Owene E. Hughes, McMillan Press Limited (UK).

- Administrative Reforms in Bangladesh, Mohammad Mohabbat Khan, UPL, Dhaka.
- Administrative Reforms, PR Dubhashi, BR Publishing Corporation, Delhi.
- Towards Good Governance in Bangladesh, Kamal Siddiqui, UPL, Dhaka.
- Governance: South Asian Perspective, Hasnat Abdul Hye (Edited), UPL, Dhaka.
- Ombudsman for Bangladesh, Ali Ahmed, Academic Publishers, Dhaka.
- Ahmed, M.(ed.) (1998) Public Service Management: Achieving Quality Performance in the 21st Century, Manila, Eastern Regional Organisation for Public Administration.
- Collins, P. and Kaul, M. (1995), 'Governments in transition: towards a new public administration', Public Administration and Development, Vol. 15 (3): 201-208.
- Chuang, A (1996) 'Performance Pledges-Power to the Consumer or a Quagmire in Public Service Legitimation?' International Journal of Public Administration, Vol. 19(2): 233-259.
- Commonwealth Secretariat (1995) From Problem to Solution: Commonwealth Strategies for Reform, London.
- Commonwealth Secretariat (1996) Current Good Practices and New Developments in Public Services Management: The Commonwealth Portfolio, London.
- Halachmi, A.(1995) 'Re-engineering and Public Management: Some Issues and Considerations', International Review of Administrative Sciences, Vol. 61(4): 104-112.
- Hill, C.W.C. and Jones, G.R. (2001) Strategic Management: An Integrated Approach (5th edition), Boston, Houghton Mifflin Company.
- Ingstrup, O. and Crookall, P. (1998) The Three Pillars of Public Management: Secrets of Sustained Success, McGill-Queen's University Press, Montreal.
- Kaul, Mohan (1998) Introducing New Approaches: Improved Public Service Delivery, London, Commonwealth Secretariat.
- Khan, M. M. (1998) Administrative Reforms in Bangladesh, Dhaka, The University Press Limited.
- Lane, Jan-Erik (ed.) (1997) Public Sector Reform: Rationale, Trends and Problems, London, Sage Publications.
- Minogue, M., Polidano, C. and Hulme, D. (ed.) (1998) Beyond the New Public Management: Changing Ideas and Practices in Governance, Cheltenham, Edward Elgar.
- PARC (2000) Public Administration for 21st Century: Report of the Public Administration Reform Commission, Bangladesh, Dhaka.
- Schick, A. (1998) 'Why Most Developing Countries Should Not Try New Zealand's Reforms', World Bank Research Observer, 13(1): 85-92.
- Sundaram, P.S.A. (1997) 'Recent Initiatives for Administrative Reform in India' The Indian Journal of Public Administration, Vol-XLIII(3): 553-559.

Module 08: Procurement Management

- APM (No Date) *APM Body of Knowledge*, 6th edition, available at: <http://www.apm.org.uk/BOK6>.
- British Standards Institution (2013) *BS 6079-1: 2010 Project management Principles and guidelines for the management of projects*, available at: <http://shop.bsigroup.com/ProductDetail/?pid=000000000030170007>.
- IT Governance (2003-2013) *BS6079-1 Guide to Project Management (Hardcopy)*, available at: <http://www.itgovernance.co.uk/shop/p-398-bs6079-1-bs-6079-1-guide-to-project-management-hardcopy.aspx#.Uq9hR-KAC1s>.
- Maylor, H. (2010), *Project Management*, Fourth edition, Harlow: Pearson Education Limited.
- Meredith J. R. And Mantel S. J. (2012) *Project Management: A Managerial Approach*, eighth edition, Singapore: John Wiley and Sons Singapore Pte. Ltd.
- OGC (2009) *Managing Successful Projects with PRINCE2*, 5th edition, Norwich: The Stationary Office.
- PMI (2013) *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*, fifth edition, Pennsylvania: Project Management Institute, Inc.
- Public Procurement Act 2006, Government of Bangladesh.
- Public Procurement Rules 2008, Government of Bangladesh.

Module 09: Environment and Disaster management

1. *Sustainable Development: Concepts and Issues*
 - a. GED, Planning Commission, 2013, *National Sustainable Development Strategy*, 2013.
 - b. Meadows, D. H., 2008, *Thinking in Systems: A Primer*, EARTHSCAN, UK.
 - c. UNDP, 2011, *Human Development Report* (Chapter-1).
2. *Environmental Pollution in Bangladesh*
 - a. DoE, 2010, *National 3R Strategy for Waste Management*.
3. *Climate Change Impacts and Adaptation in Bangladesh*
 - a. MoEF, 2009, *Bangladesh Climate Change Strategy and Action Plan*, 2009.
 - b. Climate Change Unit, MoEF. 2007, *Climate Change and Bangladesh*.
 - c. Adger, W.N., Lorenzoni, I., O'Brien, K.L. 2009, *Adapting to Climate Change: Thresholds, Values, Governance*, Cambridge University Press, UK.
4. *National Disaster Management Strategy in Bangladesh*
 - a. DMRD, 2010, *National Plan for Disaster Management*, 2010-2015.
5. *Biodiversity Conservation*
 - a. DoE, 2010, *Fourth National Report: Biodiversity National Assessment and Programme of Action 2020*.
 - b. National Research Council (USA), 2003, *Perspectives on Biodiversity: Valuing its Role in an Ever-changing World*, National Academy of Sciences, Washington DC.
 - c. IUCN, 2004, *Genetically Modified Organisms and Bio-safety: A background paper for decision-makers and others to assist in consideration of GMO issues*.
6. *Issues of Environmental Governance*
 - a. Park, J., Conca, K. & Finger, M., 2008 (Eds.), *The Crisis of Global Environmental Governance: Towards a New Political Economy of Sustainability*, Routledge, London.
7. *Renewable Energy and Development*
 - a. Khan, I., Alam, F. & Alam, Q., 2013, 'The global climate change and its effect on power generation in Bangladesh', *Energy Policy*, Vol-61, pp.1460-1470.
 - b. Uddin, S.N., Taplin, R., 2009, 'Trends in renewable energy strategy development and the role of CDM in Bangladesh', *Energy Policy*, Vol-37, pp.282-289.

Module 10: Conflict Management and Negotiation

- Further Reading:
- Borisoff, D., and D.A. Victor. *Conflict Management: A Communication Skills Approach*, 2nd ed. Boston: Allyn and Bacon, 1998.
- Daft, R.L. *Organizational Theory and Design*. St. Paul, MN: West, 1992.
- Miller, G.R., and M. Steinberg. *Between People: A New Analysis of Interpersonal Communication*. Chicago: Science Research Associates, 1974.
- Nurmi, R., and J. Darling. *International Management Leadership*. New York: International Business Press, 1997.
- Avruch, K., P. Black, and J. Scimecca. 1991. *Conflict Resolution: Cross-Cultural Perspectives*. New York: Greenwood Press.
- Deutsch, Morton. 1973. *The Resolution of Conflict: Constructive and Destructive Processes*. New Haven, CT: Yale University Press.
- Shelton, C.D., and J.R. Darling. "From Chaos to Order: Exploring New Frontiers in Conflict Management." *Organization Development Journal* 22, no. 3 (2004): 22-41.
- Terry, P.M. "Conflict Management." *Journal of Leadership Studies* 3, no. 2 (1996): 3-21.
- Thomas, K.W., and R.H. Kilmann. *Thomas-Kilmann Conflict Mode Instrument*. Sterling Forest, NY: Xicom, Inc., 1974.
- Kremenjuk, V.A. (ed.) 1991. *International Negotiation: Analysis, Approaches, and Issues*. San Francisco: Jossey-Bass.

Module 11: Improving Language Skills

Cambridge IELTS (2007-2008). Cambridge: Cambridge University Press (All Volumes)
Cameron, Ponny & Todd, Vanessa (2004-2005). The New Prepare for IELTS Academic Modules. Sydney NSW: Insearch UTS
Hawthorn (2002). IELTS to Success, Preparation Tips and Practice Tests. Australia: John Wiley & Sons Australia Ltd
Hornby, A.S. (2006). Oxford Advanced Learner's Dictionary. Oxford: Oxford University Press.
McCarter, Sam & Ash, Judith (2003). IELTS Test builder. Oxford: Macmillan Publishers Limited.
Sahanaya, Weady & Hughes, Terri (2002). IELTS Preparation and Practice. Oxford: Oxford University Press.

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

বাঙ্গলা ব্যাকরণ, ড. মুহম্মদ শহীদুল্লাহ, মাওলা ব্রাদার্স, ঢাকা ২০০৩

ভাষার ইতিবৃত্ত, ড. সুকুমার সেন, আনন্দ পাবলিশার্স প্রাইভেট লিমিটেড, কলকাতা ২০০১

ব্যাকরণ মঞ্জরী, ড. মুহম্মদ এনামুল হক, মাওলা ব্রাদার্স, ২০০৩

বাংলা বানান, শ্রীমণীন্দ্রকুমার ঘোষ, দে'জ পাবলিশিং, কলকাতা ১৩৯৩

বাঙলা বানানবিধি, ড. পরেশচন্দ্র মজুমদার, দে'জ পাবলিশিং, ১৪১৪

বাংলা বানান সংস্কার : সমস্যা ও সম্ভাবনা, পবিত্র সরকার, চিরায়ত প্রকাশন, কলকাতা ১৯৯২

বানান/ বাংলা বর্ণমালা পরিচয় ও প্রতিবর্ণীকরণ, ড. মনসুর মুসা, অ্যাডর্ন পাবলিকেশন, ঢাকা ২০০৭

বাংলা লেখার নিয়মকানুন, ড. হায়াতু মামুদ, প্রতীক, ঢাকা ২০১৫

বাংলা বানানের নিয়ম, ড. মাহবুবুল হক, সাহিত্য প্রকাশ, ঢাকা ১৯৯৯

বাংলা বানানচিন্তার বিবর্তন, ড. মিতালী ভট্টাচার্য, পারুল প্রকাশনী, কলকাতা ২০০৭

আদর্শ বাংলা বানান, বশীর আলহেলাল, লিরিক প্রকাশনী, ঢাকা, ১৯৯০

কী লিখবেন কেন লিখবেন, আনন্দ, কলকাতা ২০১২

ভাষরীতি, প্রথম আলো, ঢাকা ২০০৬

এবং বাংলা একাডেমী (বর্তমানে একাডেমি) প্রকাশিত বিভিন্ন বাংলা অভিধানে বিধৃত প্রমিত বানানের নিয়ম

Module 12: e-Governance and Integrity Studies

- Bouwman, H et al (2005). Information & Communication Technology in Organizations. London: SAGE.
- Imran, A, Gregor, S and Turner, T. (2013) *eGovernment Management for Developing Countries*. Canberra: NCISR.
- Murray, K (2006). First Look 2007 Microsoft Office System. Washington: Microsoft Press.
- Islam, Tariqul: Computer Trouble Shooting. Gyankosh Prakashoni, Dhaka
- Bayroze, A.Frozen: Data Communication & Networking
- Nance, Barry: Data Communication & Networking.

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.C.C. Official Rules Book of Cricket
- I.T.F. Official Rules Book of Tennis
- H.F. Official Rules Book of Handball

Module 15: Physical Conditioning and Games

- Majumdar, Dr. Romesh Chandra, The History of Bengal, Vol. I (The Hindu Period), Edited, Dacca (Dhaka) University, 1963.
- Sarkar, Sir Jadunath, The History of Bengal, Vol. II (The Muslim Period), Edited, Dacca (Dhaka) University, 1972.

- বাঙ্গালীর ইতিহাস: আদিপর্ব, ড. নীহাররঞ্জন রায়, দে'জ পাবলিশিং, কলকাতা, ১৪০০
- সাংস্কৃতিক ইতিহাসের প্রসঙ্গ, ১ম ও ২য় খণ্ড, ড. দীনেশচন্দ্র সরকার, সাহিত্যলোক, কলকাতা, ১৩৮৯
- সংস্কৃতির আদিরূপ, গোপাল হালদার,
- সংস্কৃতির বিবর্তন, অন্নদাশঙ্কর রায়, বাণীশিল্প, কলকাতা ১৯৮৪
- বাংলার লোক-সংস্কৃতি, ড. আশুতোষ ভট্টাচার্য, ন্যাশনাল বুক ট্রাস্ট, ইন্ডিয়া ১৯৮২
- বাংলার সামাজিক ও সাংস্কৃতিক ইতিহাস, ১ম ও ২য় খণ্ড, ড. মুহম্মদ আবদুর রহিম (মূল), অনুবাদ মোহাম্মদ আসাদুজ্জামান, বাংলা একাডেমী, ১৯৯৫
- বাঙলা ও বাঙালীর সমাজ ও সংস্কৃতি, ড. অতুল সুর, জ্যোত্স্নালোক, কলকাতা, ১৯৯০
- বাঙলা, বাঙালী ও বাঙালীত্ব, ড. আহমদ শরীফ, অনন্যা. ঢাকা, ২০০১
- বাঙালী ও বাঙলা সাহিত্য, ১ম ও ২য় খণ্ড, ড. আহমদ শরীফ, নিউ এজ পাবলিকেশন, ঢাকা, ২০০০
- প্রাচীন বাংলার ইতিহাস ও সংস্কৃতি, ড. আবদুল মমিন চৌধুরী, বর্ণায়ন, ঢাকা, ২০০২
- বাঙলা ও বাঙালী, ড. অজয় রায়, বাংলা একাডেমী, ১৯৮৮

আদি বাঙালি: নৃতাত্ত্বিক ও সমাজতাত্ত্বিক বিশ্লেষণ, ড. অজয় রায়, বাংলা একাডেমী, ১৯৯৭
বাংলাদেশের সংস্কৃতির চড়াই-উতরাই, প্রফেসর সন্জীদা খাতুন, ঢাকা বিশ্ববিদ্যালয়, ২০০০
হাজার বছরের বাঙালি সংস্কৃতি, ড. গোলাম মুরশিদ, অবসর, ২০০৬
প্রাচীন বাংলার জনপদ ও জনজাতিগোষ্ঠী, কাবেদুল ইসলাম, মাওলা ব্রাদার্স, ঢাকা, ২০০৪,
২০১২
প্রাচীনবাংলার রাজতান্ত্রিক জীবনচর্যা, কাবেদুল ইসলাম, গতিধারা, ঢাকা ২০০৭



- Bangladesh Public Administration Training Center (BPATC) located 28 km away from Dhaka is the 'Apex Training Institution' in the public sector of Bangladesh.
- The Center was established in 1984 as an autonomous organization.
- BPATC imparts training to all civil service cadre officials.
- BPATC conducts Core Training Courses, Short Training Courses and Special Training Courses.
- Core Training Courses are Foundation Training Courses (FTC), Advanced Courses on Administration and Development (ACAD) and Senior Staff Courses (SSC).
- BPATC carries out researches in the field relevant to public service management and providing consultancy services to the Government.
- The Center publishes journals, periodicals and research reports on regular basis.
- BPATC organizes joint programs with other Training Institutions and Universities at home and abroad.



Bangladesh Public Administration Training Centre

Savar, Dhaka
www.bpatc.org.bd