

110th Advanced Course on Administration and Development

(24 July – 21 September 2016)

COURSE GUIDELINES

'Commitment for Better Service Delivery'



Bangladesh Public Administration Training Centre

Savar, Dhaka 1343

Web: www.bpatc.org.bd

110th Advanced Course on Administration and Development
(24 July-21 September 2016)

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1.0 Introduction

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

2.0 BPATC at a Glance

- Bangladesh Public Administration Training Centre (BPATC) has been established on 28 April 1984 as a Corporate Body with substantial autonomy in both financial and administrative matters.
- BPATC is located at 28 kilometres north-west from Dhaka in a lush of natural environment especially marked for its ever-green, clean and serene specialty.
- A twelve-member Board of Governors (BoG) chaired by the Hon'ble Finance Minister provides necessary advice to run the Centre smoothly and smartly.
- The Centre is headed by a Rector who is a Secretary to the Government assisted by six Member of Directing Staff (MDS) of the rank of Additional Secretary/Joint Secretary to the Government. Each MDS leads a Division.
- Each division consists of a number of departments headed by a Director of the rank of Deputy Secretary. Below them are Deputy Directors, Assistant Directors, Evaluation Officers and Research Officers.
- BPATC has four Regional Centres called Regional Public Administration Training Centre (RPATC) located at four old Divisional Headquarters namely Dhaka, Chittagong, Rajshahi and Khulna. Establishment of RPATC at other Divisional Headquarters is under process.
- BPATC conducts both career oriented training courses and skill oriented short training courses.
- Career oriented and core courses of BPATC include Foundation Training Course (FTC), Advanced Course on Administration and Development (ACAD), Senior Staff Course (SSC) and Policy, Planning Management Course (PPMC).
- FTC is designed for the new entrants to Bangladesh Civil Service including officers of Judicial Service, ACAD for Deputy Secretaries and their equivalent officers' of Defence Services and public sector departments. SSC is for the Joint Secretaries to the government and their equivalents from the Defence Services while PPMC is for the Additional Secretaries to the government.
- BPATC conducts researches in the relevant fields.
- Providing consultancy services to the government is another integral function of BPATC.

2.1 Vision

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

2.2 Mission

We are committed to achieving the shared vision through

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

2.3 Core Values

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

BPATC's operating principles are built on core values of discipline, integrity, inclusiveness, professionalism, innovation, team spirit and learning for results. These values influence how we work together, how we serve our clients, how we make decisions and how we determine our priorities. They strengthen our respect for the people we serve, our colleagues, and ourselves. As a public sector human resource development organization, we value:

Discipline

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

Integrity

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

Inclusiveness

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

Professionalism

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

Learning for results

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

Innovation

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

Team spirit

We foster *esprit de corps* in our activities and share our achievements as well as failures among ourselves. We consider every individual of the organization as a valued member of the team where contribution by everybody is recognized. We take careful initiatives to instill team spirit among participants of our programmes.

3.0 Advanced Course on Administration and Development (ACAD)

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

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

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

4.0 Course Theme

The theme of 110th ACAD has been selected as, “**Commitment for Better Service Delivery**” The contents have been designed to reflect the core values of this theme.

5.0 Course Modules

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

1. Behavioral Governance
2. Seminar Paper
3. Governmental Business Process
4. Public Service Management
5. Development Economics & Gender Issues
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 Programs
15. Contemporary Issues
16. Study Tour(Foreign)

6.0 Objectives of the Course

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

The Specific Objectives of ACAD

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

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

7.0 Expected Results from the Course

The course is designed to achieve the following expected results-

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

8.0 Training Duration

ACAD is a 60-day long training programme and these days are distributed in the following manner:

Sl. No.	Activities	Days
1	Registration, Course Briefing and Closing	0.5
2	Days for Training Sessions to share Knowledge, Experience and Ideas	29.5
3	Study Tour to Districts/Public and Private Sector Organizations to Explore Potentials	04
4	Syndicate/Workshop/Module Evaluation	03
5	Field Visits in/at Dhaka and Surrounding Areas	02
6	Total Working Days	39
7	Weekends and Public Holidays	21
	Total Days	60

9.0 Tentative Daily Schedule of Sessions*

Time	Sessions
06:00-07:00*	Morning Physical Exercise
08:45-09:45	1 st Session
09:50 – 10:50	2 nd Session
10:50 – 11:10	Health Break
11:10 – 12:10	3 rd Session
12:15 – 13:15	4 th Session
13:15 – 14:15	Lunch and Prayer Break
14:15 – 15:15	5 th Session
15.20 –16.20	6 th session
17.00 – 18.00*	Games
19:00 – 20:30*	Evening Session(not regularly, if required)

* Subject to change.

10.0 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.

11.0 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 in the training sessions.

11.01 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 different districts/organizations to explore potential areas of development/problems in the respective districts/organizations. Participants will collect necessary data for seminar paper as well. 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/feedback 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 is consisted of 5-6 participants. A participant is responsible individually and collectively 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.

12.0 Medium of Instruction

Generally, English 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. The reports and term papers must be produced in English.

13.0 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.
- Be punctual in attending classes and all other activities prescribed for the course.
- Follow table manners at the cafeteria.
- Ensure 100% attendance as per schedule. Exceptions are made only in case of unforeseen emergency.
- Undertake study visit, prepare professional papers, reports and perform other tasks assigned by the Course Management Team (CMT) and resource persons.

14.0 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.

15.0 Distribution of Marks

Sl. No.	Title of the Modules	Evaluation Methods and Marks		
		Individual	Group	Total
1.	Behavioural Governance	50	-	50
2.	Writing Seminar Paper	100	-	100
3.	Governmental Business Process	50	25	75
4.	Public Service Management	75	-	75
5.	Development Economics & Gender Issues	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) Punctuality (10)		-	
	ii) Table Manners and Dress (10)		-	
	iii) Manners and Etiquette (15)		-	
	iv) Overall Conduct and Discipline (15)		-	
	v) Class Attendance (50)		-	
Grand Total		600	400	1000

16.0 Grading

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

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

17.0 Accommodation

This is a 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.

18.0 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.

19.0 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 nights, 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. **Wearing tie supplied by CMT for male participants is mandatory;** no other tie is allowed in the sessions.

20.0 Physical Exercise and Games

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

21.0 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, 30,000 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 08:00hrs to 22:00hrs (Sunday to Thursday) and 16:00hrs to 18:00hrs on Friday and 18:00hrs to 22:00hrs on Saturday.

22.0 ICT Facilities

Language Lab, Computer Lab and Internet facilities are available at BPATC. Participants can avail the BPATC Computer Centre for practice and other purposes which remains open from 08:30 hrs to 21:30 hrs on all working days. Participants can also use the computer lab of the dormitory. Using laptop in the classroom is strictly restricted with exception of Information and Communication Technology classes and any exercise and presentation and group work sessions. For establishing e-learning platform in the ACAD, ICT Section of BPATC and a2i Project under Hon'ble Prime Minister's Office will provide necessary supports.

23.0 Telephone Facilities

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

24.0 Medical Facilities

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 the Clinic. Medicines need to be purchased by the participants themselves at their own cost.

25.0 Recreation

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.

26.0 Prayer

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

27.0 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.

28.0 Miscellaneous

Members of the faculty, important telephone numbers, participants list and suggested readings are mentioned in separate annexure in the brochure.

COURSE CONTENTS

Module-01: Behavioural Governance**Module Director:** A.S. Shameem Ahmed, Member Directing Staff**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 Method
01.01	02	Challenges of Governance in Public Service Delivery	Mahmud	L&D
01.02	02	Challenges of Innovation in Public Service Delivery	Mahmud	L&D
01.03	01	Administrative Ethics and Values	Hakim/GS	L&D
01.04	01	Problem Solving and Decision Making Process	Md. Mijan	L&D
01.05	01	Importance of Recruitment, Selection and Training	Rector	L&D
01.06	01	Legal Framework of HRM	Hakim /GS	L&D
01.07	01	Techniques of Fair Promotion and Posting/Placement	Rector	L&D
01.08	01	ACR Writing / PBES	Shameem	L&D

Module 2: Seminar Paper**Module Director:** Md. Mahmudul Hassan, PhD, Member Directing Staff**Evaluation:** Individual Assignment 100**Objectives:** The participants' will be able to-

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

Session code	Session hour(s)	Topic Title	Speaker	Training Method
2.1	02	Research - Title, Objectives, Statement, Research Question and Research Methodology	Mahmud & Mentors.	L & D
2.2	One day	Workshop	MD & Mentors	
2.3	10	Seminar Paper Presentation	External Evaluator & Mentor	

Guideline for Writing a Seminar Paper

Introduction

'Writing seminar paper' is an integral part of Advanced Course on Administration and Development. Each participant is required to write a seminar paper and present the paper before a panel of evaluators comprising faculty members of BPATC and renowned 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 and rapporteur assemble to discuss/share/disseminate a particular issue of concern.

Seminar Paper

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

Purpose

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

General Structure of a Seminar Paper

Title

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

Author's Name

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

Executive Summary

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

Text

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

You may collect information/data for your paper from various sources, such as books, journals, reports, lecture notes, etc. You must write the paper yourself using information. *You must not copy text written by other authors.*

Instead, select only the information/data you need and summarize this information in your own words, give your own analysis. When you use other's ideas or findings or information, you must give recognition by citing reference. You must avoid plagiarism. The final section of your paper should summarize your conclusions.

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

1. Section: Introduction

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

This section consists of-

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

2. Section: 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, and theories to identify the gaps.

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

4. Section: Data Analysis/Argument/Discussion

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

5. Sections: Conclusion

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

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

6. Section: References

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

7. Appendix

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

8. Miscellaneous

Tables

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

Figures

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

Structure of a Final Seminar Paper

I. Preliminaries

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

Acknowledgement

Table of Contents

Lists of tables/figures etc

Abstract

Lists of Abbreviations/Acronyms

II. Main Text

Chapter-1: Background/Introduction:

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

Chapter-2: 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

IV. Appendix

Seminar Paper Evaluation Criteria

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

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

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

1. Mentoring the Seminar Paper Working Groups

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

Major Seminar Topics and Assigned Mentors

The theme of the 110th ACAD has been selected as "Commitment for Better Service Delivery". The following is the list of mentors assigned to each group including areas of the seminar paper. Exact topic of the seminar paper will be notified by the CMT.

Sl. No.	Group Name	Name of Mentor & Areas of Seminar Paper	Contact Detail
1.	Padma	Ali Yusuf Muhammad Sultan Noor, Director (IP) Public Service Delivery	Ext. 4108 Cell: 01714008071 E-mail: noorayms@hotmail.com
2.	Meghna	Mallick Sayeed Mahbub, Director (Administration) Public Policy	Ext. 4107/ 4624 Cell: 01712773232 E-mail: msyeedmahbub@gmail.com
3.	Jamuna	Abdul Baki, Director (Project) Macroeconomic Management	Ext. 4305 Cell: 01715108363 E-mail: abaki_23@yahoo.com
4.	Karotoa	AKM Enamul Haque, Director (Behavioural Science) Globalization and challenges	Ext. 4113 Cell: 01815409090 E-mail: haq3958@yahoo.com
5.	Mohananda	Shafiquel Haque, Director (Research & Development) Research in Innovation Sector	Ext. 4117 Cell: 01552329028, 01840988173 E-mail: shafiquelh@gmail.com

Module 03: Governmental Business Process

Module Director: Md. Zaydul Hoque Molla, Member Directing Staff

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	02	Salient Features of the Constitution and amendments in the Constitution.	Md. Mijan	L & D
3.3	02	Formulation of Acts, Rules, Regulations and SROs	Md. Mijan/GS	L & D
3.4	02	Rules of Business and Allocation of Business	Md. Mijan	L & D
3.5	01	Summary Writing (Exercise)	GS/ Faculty	L & D
3.6	04	Public Policy Formulation and Policy Exercise	Rizwan/Mallick	L & GW
3.7	01	National Integrity	GS	L & D
3.8	01	Right to Information Act	GS	L & D

Module 04: Public Service Management**Module Director:** Md. Shohel Imam Khan, Director**Evaluation:** Individual Assignment 75 Marks**Objectives:** Participants will be able to

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

code	Session hour (s)	Topic Title	Speaker	Training Methods
4.1	02	Changing Trends of Public Service Management and Reform Initiatives	Sharif	L & E / L & GW
4.2	01	Concept and Process of Strategic Management	Rizwan	L & D
4.3	02	Techniques of Strategic Planning: SWOT and PEST Analysis, Devising Strategy	Rizwan/ Shohel	L & E / GW
4.4	02	Business Process Re-engineering for Effective Service Delivery	GS	L & E / GW
4.5	01	Leadership in Public Management	Masud/ GS	L & D
4.6	01	Effective Human Relations in Achieving Organizational Goals	Shohel	L & D
4.7	01	Annual Performance Agreement (APA)	GS	L & D
4.8	02	Techniques of Effective Team Building	Shohel/GS	L & RP/GW
4.9	01	Total Quality Management for Improving Public SD	Enam	L & E/GW
4.10	02	Innovation in Public Service	Mallick	L & D

Module 05: Development Economics & Gender Issues**Module Director:** Dr. SM Zobayer Enamul Karim, Director**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	Mahmud	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	L & GW/ L & E
5.4	01	Govt. Budgetary System and MTBF	GS	L & D
5.5	02	International Trade: Challenges and Opportunities	Mostak	L & D
5.6	02	Globalisation Process : Merits and Demerits	Enam	L & D
5.7	01	Regional Cooperation and Economic Development	GS /Baki	L & D
5.8	02	Sharing Development Experience: The Case of India, Malaysia and Singapore	GS	L & GW/ L & E
5.9-5.14	06	Workshop on Gender Issues	Fahmida	Workshop

Module 06: Poverty Reduction: Bangladesh Perspective**Module Director:** Abdul Baki, Director**Evaluation:** Individual Assignment 75Marks**Objectives:** Participants will be able to enhance their skills in translating knowledge into action through analysis of issues, policies and strategies of Poverty Reduction.

Session code	Session hour(s)	Topic Title	Speaker	Training Methods
6.1	02	Poverty issues and Approaches: National Plans and Programmes	GS	L & D
6.2	02	MDGs and Beyond 2015: SDGs and Vision 2021	Banik	L & D
6.3	01	Poverty Reduction Approaches in Bangladesh	Mahmud	L & GW
6.4	02	Institutional Framework for Microfinance in Reducing Poverty in a Sustainable Manner	Mahmud/ GS	L & GW
6.5	01	Defining the role of NGOs in Addressing Multi-Dimensional Poverty Issues and Their Relationship with GOs	Mahmud/ GS	L & D
6.6	02	The Political Economy of Social Safety Net Programmes, Effectiveness of other Poverty Reduction Programmes including 'Ekti Bari Ekti Khamar'	Mahmud/ GS	L & D
6.7	02	Experiences of the Sixth Five Year Plan in Addressing Poverty Issues and the Seventh Five Year Plan and the Perspective Plan	Mahmud/ GS	L & D

Module 07: Public Project Management**Module Director:** Kazi Hasan Imam, Director**Evaluation:** Group Assignment 50Marks**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	Jahid	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	Mahmud	L & GW
7.5	02	Issues of Preparation of Project Profile in DPP and TPP	GS	L & E
7.6	01	Analysis of the Role of Authorities & Agencies at Project Approval Process	Imam/ Jahid	L & E
7.7	01	Project Implementation: Techniques, Problems and Issues	Imam	L & D
7.8	01	Project Organization and Risk Management	Jahid	L & D
7.9	02	Review of Profile /DPP/TPP	GS/ Faculty	L & D

Module 08: Procurement Management**Module Director:** Banik Gour Sundar, Member Directing Staff**Evaluation:** Group Assignment 50 Marks**Objectives:** Participants will be able to explain the general features, processes and methods of public procurement and manage public procurement in a transparent way.

Session code	Session hour(s)	Topic Title	Speaker	Training Methods
8.1	02	Standard Tender Documents with Reference to Technical Specification ,GCC & PCC	CPTU	Workshop
8.2	02	Tender Opening and Evaluation	CPTU	Workshop
8.3	02	Approval Process & Contract Award	CPTU	Workshop
8.4	02	The PPA 2006 and PPR 2008: Steps of Procurement of Services	Banik	L & D
8.5	02	Exercise on QCBS	Banik	L & E

Module09: Environment and Disaster Management**Module Director:** Dr. Shah Alam, Director**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	Syed Mizan	L & D
9.2	02	Natural Resource Management and Conservative of Bio-diversity	Dr. Mizan	L & D
9.3	02	Disaster Management & Coordination	Shah Alam	L & D
9.4	01	Integrated Disaster Risk Management	Jahid	L & D
9.5	02	Disaster Risk Reduction, Climate Change Adaptation and Local Development Planning	Dr. Amjed / Dr. Moshir	L & D
9.6	01	Linkage of Disaster, Climate Change and Sustainable Development	Atik/ Dr.Moshir	L&D
9.7	02	Group Report and Presentation	MD	GE

Module 10: Conflict Management and Negotiation**Module Director:** Ali Yusuf Muhammad Sultan Noor, Director**Evaluation:** Group Exercise 50 Marks**Objectives:** Participants will be able to

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

Session code	Session hour (s)	Topic Title	Speaker	Training Methods
10.1	01	Understanding Organizational Conflict	Shohel	L& RP
10.2	01	Conflict Assessment		

Session code	Session hour (s)	Topic Title	Speaker	Training Methods
10.3	02	1.Effective Negotiation a. Preparation for Negotiation b. Conducting Negotiation c. Concluding Negotiation	GS	L & D
10.4	03	2. Simulation on Trade/Aid Negotiation 3. Multi-level Negotiations	GS	Simulation
10.5	02	Techniques of Writing MoU/Agreement	Noor	L & E
10.6	02	Development of Negotiation Skills and Untold Stories of Negotiation	GS/Faculty	L & D

Module 11: Improving Language Skills

Module Director: A.F.M Amir Hussain, Deputy Director

Evaluation: Individual Presentation 25 Marks

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

Session code	Session hour(s)	Topic Title	Speaker	Trainin g Method s
11.1	02	Techniques of Enhancing Professional English Writing Skills	Amir	D & E
11.2	02	English Writing Skills: Practice Sessions	Amir	D & E
11.3	02	English Speaking: Practice Sessions	Amir/GS	P & E
11.4	02	Enhancing Presentation Skills	Shohel	P & E
11.5	04	Debate	GS	P & E
11.6	02	Extempore Speech	Razzaque/GS	P & E
11.7	02	Bangla Spelling & use of proper words/phrases	GS	L & E
11.8	02	Enhancing Listening Skills	Amir/GS	L & E

Module 12: ICT & E-Governance

Module Director: Mohammad Saiful Islam, Programmer

Evaluation: Individual Assignment 25, Group Work 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	Survey on ICT skills and wi fi connection	Ziaul	L & D
12.2	02	Orientation on e –Learning Platform	Zakir & Tanjur	L & D
12.3	01	Introduction to LAN, WAN & their Application	Ziaul	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

Session code	Session hour (s)	Topic Title	Speaker	Training Methods
12.6	02	Workshop on Innovation in Public Sector Management/Electronic Service Delivery - Improving ICT for Development: Basics and Online Service - Service Delivery through ICT in Bangladesh	a2i and Module Director	Workshop
12.7	01			
12.8	01			
12.9	01	ICT Policy and Challenges	GS	L & D
12.10	01	Group Report Preparation and Presentation	MD	GW

Module 13: Physical Conditioning and Games

Module Director: ATM Arif Hossain, Deputy Director

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	Mostafiz	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	Moshiour	L & D
		Physical Conditioning (Morning): Walking, Jogging, Freehand Exercises, Ground Exercise, Stretching, Yoga Games (Evening): According to the Participants' Interest (Volleyball, Tennis, Badminton & other activities)	MD	Exercise

Module 14: Field Attachment Programme

Module Director: Md. Jahidul Islam, Deputy Director

Duration of Attachment: 4 Days

Evaluation Method: Group Report 50 Marks

Objectives: To enable the participants to

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

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

Module 15: Contemporary Issues**Module Director:** Md. Shohel Imam Khan, Director**Evaluation Method:** Individual Assignment 50**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	Corporate Social Responsibility in Bangladesh	GS/Faculty/	L & D
15.2	02	Maritime Boundary and Challenges of Exploring Economic Potentials for Bangladesh	GS	L & D
15.3	02	Energy Security of Bangladesh	GS	L & D
15.4	02	Challenges of Food Security in Bangladesh	GS	L & D
15.5	02	Smoking and Health Hazard, Sound & Noise Pollution	GS	L & D
15.6	02	Problems of Contemporary History : On Bangladesh Liberation War 1971	GS	L & D
15.7	02	Public Private Partnership	GS/ Faculty	L & D
15.8	02	National Integrity Strategy	GS	L & D
15.9	02	Transparency and Accountability in Administration	GS	L & D

Module 16: Study Tour (Foreign)**Module Director:** Senior Faculty Member of the tour,**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. If a participant 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



A.L.M. Abdur Rahman ^{ndc} has joined BPATC as Rector on 28 February, 2016. He is a career civil servant, joined Bangladesh Civil Service in 1982.

Higher Education

A.L.M. Abdur Rahman ^{ndc} has completed BA (Hons.) and MA in Economics from Chittagong University. Mr. Rahman also completed M. Phil in National Security Studies from Bangladesh University of Professionals. He took part in the National Defence Course from National Defence College, Bangladesh. He attended at AIT Bangkok Thailand, University of Manchester, UK, Civil Service College, UK, Civil Service College, Singapore and Open University, Malaysia for higher studies/ training.

Training

Mr. Rahman underwent Foundation Training Course at Bangladesh Public Administration Training Centre (BPATC), Savar, Dhaka, 8th Financial Rules and Procedure Course at BPATC, Savar, Dhaka, English Language Course at British Council, Dhaka, 4th Special Course on Law & Administration at BCS(Admin) Academy, District Attachment Programme at Tangail Collectorate, Survey and Settlement Training at DTE of Land Records and Survey, Awareness Course on Disaster Management at Disaster Management Bureau and Land Management Training Course at Land Administration Training Centre. He attended Management, Accounting, Auditing & Budgeting (MAAB) at Financial Management Academy, 38th Advanced Course on Administration and Development (ACAD) at BPATC, 3rd Advanced Course on Training of Trainers at Bangladesh Society for Training & Development and 43rd Senior Staff Course at BPATC. He participated Managing at The Top-2 (Batch-2) at BPATC, Gender & Development at National Academy for Educational Management (NAEM), Dhaka and E-File Management System at PACC, Ministry of Public Administration.

He also completed Development of Administrative Information System in a LAN Environment and Project Monitoring and Evaluation Course at AIT, Bangkok, Thailand, Need Assessment, Monitoring, Evaluation & Information Generation at Society for Development Studies, Delhi, India, Managing at The Top (MATT-2) Stage-2 at the University of Manchester, UK and Strengthening Government through Capacity Development at Civil Service College, UK. He visited Thailand, Malaysia, Singapore, Turkey, Canada, Netherlands, Hungary, South Korea and Austria for other training and Study tour.

Professional Career

Mr. Rahman has a brilliant career with diverse experience. He joined the Bangladesh Civil Service (Admin) Cadre as a member of 82 regular batch. Starting his career in the civil service as Assistant Secretary, he has reached the top echelon of bureaucracy. A career civil servant, he has served both in field level and Secretariat level. In the field level he served as Upazila Nirbahi Officer (UNO), ADC. Some important positions he held in the Secretariat he served as Deputy Secretary (Ministry of Establishment and Ministry of Chittagong Hill Tracts Affairs etc.), Joint Secretary (Ministry of Establishment), and Additional Secretary (Ministry of Water Resources).

Personal Details:

Mr. Rahman was born on 10 April 1958 in Chittagong district at Sandwip. His spouse Mrs. Shahnaj Begum has been working as Assistant General Manager, Bangladesh Development Bank Ltd. (BDBL). They are blessed with two daughters- Nushrat Jahan and Noushin Nawar.

Publications

Mr. Rahman is a regular contributor on arts, culture, administration and management in dailies and periodicals. He has in his credit two professional articles published in the journal of National Defence College and BCS Admin Academy. A book of his monographs namely- Bangladesh Nation State: Bangabandhu and other issues has already been published.

Annex 3

List of Members of the Faculty (Not in Order of Seniority)

Sl. No.	Name	Designation	Code
1.	A.L.M. Abdur Rahman ndc	Rector	Rector
2.	A. S. Shameem Ahmed	Member Directing Staff	Shameem
3.	Md. Mahmudul Hassan, PhD	Member Directing Staff	Mahmud
4.	Md. ZaydulHoque Molla ndc	Member Directing Staff	Zaydul
5.	Ranjit Kumar Sen ndc	Member Directing Staff	Ranjit
6.	Banik Gour Sundar	Member Directing Staff	Banik
7.	Md. Mijanur Rahman	Director	Md. Mijan
8.	Syed Mizanur Rahman	Director	Syed Mizan
9.	Md. Abdul Hakim	Director	Hakim
10.	Ali Yusuf Muhammad Sultan Noor	Director	Noor
11.	Dr. Shah Alam	Director	Alam
12.	Dr. Rizwan Khair	Director	Rizwan
13.	A. K. M. Enamul Haque	Director	Enam
14.	Abdul Baki	Director	Baki
15.	Mallick Sayeed Mahbub	Director	Mallick
16.	Md. Shohel Imam Khan	Director	Shohel
17.	Md. A. Razzak Sarker	Director	Razzak
18.	Kazi Hassan Imam	Director	Imam
19.	Md. Shafiquel Haque	Director	Shafiq
20.	Dr. S.M. Zobayer Enamul Karim	Director	Zobayer
21.	Md. Moshior Rahman	Director	Moshior
22.	Md. Golam Mahede	Director	Mahede
23.	Md. Zakir Hossain	Director	Zakir
24.	A H M Anwar Pasha	Director	Pasha
25.	Mohammad Ziaul Islam	Systems Analyst (cc)	Ziaul
26.	A.F.M. Amir Hussain	Deputy Director	Amir
27.	Mohammad Razibul Islam	Deputy Director	Razib
28.	Dr. Md. Mizanur Rahman	Deputy Director	Mizan
29.	Salina Zaman	Deputy Director	Salina
30.	M. Arifur Rahman, PhD	Deputy Director	Dr. Arif
31.	Dr. Mohammed Amjed Hossain	Deputy Director	Amjed
32.	Dr. Md. Zohurul Islam	Deputy Director	Zohur
33.	Md. Jahidul Islam	Deputy Director	Jahid
34.	Mohammad Masudur Rahman Bhuiyan	Deputy Director	Masud
35.	Mohammad Saiful Islam	Programmer	Saiful
36.	Md. Atikuzzaman	Deputy Director	Atik
37.	BM Benojir Ahmed	Deputy Director	Benojir
38.	Dr. Rokeya Fahmida	Deputy Director	Dr. Fahmida
39.	Mostak Ahmed	Deputy Director	Mostak
40.	Md. Sharif Hasan	Deputy Director	Sharif

Sl. No.	Name	Designation	Code
41.	Md.Abul Basher	Deputy Director	Basher
42.	Dr. Mehedi Masud	Deputy Director	Masud
43.	ATM Arif Hossain	Deputy Director	Arif
44.	Parimal Kumar Roy	Deputy Director	Parimal
45.	Md. Motaher Hossain	Deputy Director	Motaher
46.	Md. Moshir Rahman	Deputy Director	Moshir
47.	Md. Abdullah al Mamun	Deputy Director	Mamun
48.	K.M. Abdul Kader	Deputy Director	Kader
49.	Mohammad Rezaul Karim	Deputy Director	Reza
50.	A. N. M. Sajidul Ahsan	Senior Research Officer	Sajidul
51.	Dr. Md. Mostafizur Rahman	Medical Officer	Mostafiz
52.	Dr. Rashed Sarwar Alam	Medical Officer	Rashed
53.	Dr.Syed Shamsul Arefin	Medical Officer	Arefin
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.	Farjana Afrose	Assistant Director	Farjana
59.	Mohammad Mamun	Research Officer	Mamun
60.	Nasrin Akhter	Evaluation Officer	Nasrin
61.	Jakia Sultana	Evaluation Officer	Jakia
62.	Md. Tanjir Hasib Sarker	Evaluation Officer	Hasib
63.	Md. Jewel Rana	Evaluation Officer	Jewel
64.	Rabiul Alam Lokman	Research Officer	Lokman
65.	Mohammad Shakhawat Hossain	Research Officer	Shakhawat
66.	Momtaz Hoq	Publication Officer	Momtaz
67.	Shamim Hosen	Assistant Director	Shamim
68.	Md. Masud Ahmad	Assistant Director	Masud Ahmad
69.	Md. Ahoshan Habib	Assistant Director	Ahoshan
70.	Monirul Islam	Assistant Director	Monir
71.	Tanzina Akhter	Assistant Director	Tanzina
72.	Roma Rani Biswas	Assistant Director	Roma
73.	Mir Md. Taufiqul Islam	Assistant Director	Taufiq
74.	Mohammad Sohrab Hoshen	Assistant Director	Sohrab
75.	Md. Azizul Hoque	Assistant Director	Azizul
76.	Md. Nazim Uddin	Assistant Director	Nazim
77.	Mohammad Mozaherul Islam	Assistant Director	Mozaherul
78.	Md. Yousuf Ali	Assistant Director	Yousuf Ali
79.	Shahnewaz	Assistant Director	Shahnewaz
80.	Sanjoy Kumar Sarma	Assistant Director	Sanjoy
81.	Razib Mia	Assistant Director	Razib
82.	Mohammad Masum Rahman	Assistant Programmer	Masum
83.	Md. Rustom Rabbani	Assistant Programmer	Rustom
84.	Nasrin Fatema	Assistant Director	Fatema
85.	Md. Golam Azam Khan	Assistant Director	Azam

Important Contact Numbers

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

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Sl. No.	Name	Designation	Telephone/Ext./ Mobile/e-mail
01	A. L.M Abdur Rahman ndc	Rector	7745028, PABX Ext. 4101 rektor@bpatc.org.bd
02	Syed Mizanur Rahman	Course Adviser & Director (LTA)	7746610, PABX Ext.4118 01732098308 (m) Syed1963@gmail.com
03	Md. Shohel Imam Khan	Director & Course Director	7746605 PABX Ext. 4111 Cell: 01713747068 Shohel.imam@yahoo.com
04	Mallick Sayeed Mahbub	Director (Administration)	7745023, PABX Ext: 4107 Cell: 01712773232
05	Md. Jahidul Islam	Deputy Director (Project) & Course Coordinator	7745010-16 PABX Ext- 4303 Cell: 01718768300 Jahidul.islam95@gmail.com
06	K.M. Abdul Kader	Deputy Director (RC) & Course Coordinator	7745010-16 Ext- 4128 Cell: 01718114448 Kader_bpatc@yahoo.com
07	Sanjoy Kumar Sarma	Evaluation Officer & Attached Course Coordinator	Ext. 4139 Cell: 01682383142 Sanjoy.bpatc@gmail.com
08	Dr. Md. Mizanur Rahman	Deputy Director (Service)	7746618, PABX Ext.- 4121 Cell: 01716231197 mizan_peroj@yahoo.com
09	Dr. Md. Mostafizur Rahman	Medical Officer	PABX Ext.- 4143 Cell: 01932791761/ 01552444675
10	Md. Sohrab Hossain	Assistant Director (Dormitory)	PABX Ext.- 4145 Cell: 01515201042/ 01710842740
11	Md. Aminur Rahman	Supervisor Dormitory -1	PABX Ext. 4701 Cell: 01716610525
12	Course Office	ACAD	4332/ 4331/4330
13	Cafeteria		4621, 4622, 4623
14	Library Counter		4649, 4650
15	Reception		4220
16	Clinic		4231, 4232
17	Manager, Sonali Bank Ltd. PATC Branch		7743013 PABX Ext - 4283
18	ITC		4329/4333
19	Gate-1		4100
20	Gate-2		4200
21	Please Press 9 for any telephonic directory.		

List of Participants of 110th ACAD

Annex 5

ক্রমিক নং	নাম ও পরিচিতি নম্বর	পদবী	বর্তমান কর্মস্থল	মোবাইল নম্বর	ই-মেইল এড্রেস
১.	গাজীউদ্দিন মোহাম্মদ মুনির (৪২৩১)	উপসচিব	সমাজ কল্যাণ মন্ত্রণালয়।	01552309738	gaziuddin4231@gmail.com
২.	জনাব মোঃ গোলাম মোস্তফা (৫৭৩৭)	প্রধান নির্বাহী কর্মকর্তা	জেলা পরিষদ বরিশাল।	01711891206	ceo@zpcborishal.org gmustafa201029@yahoo.com
৩.	জনাব মোঃ খুরশীদ ইকবাল রেজভী (৫৯৪৫)	প্রকল্প পরিচালক (উপসচিব)	"গোপালগঞ্জ টেক্সটাইল ইঞ্জিঃ কলেজ স্থাপন প্রকল্প", বস্ত্র পরিদপ্তর, কাওরান বাজার, ঢাকা	01928062442	khurshid_rizvi@yahoo.com
৪.	জনাব মোঃ নাজমুল হুদা সিদ্দিকী (৬৪১৩)	উপসচিব	মন্ত্রিপরিষদ বিভাগ।	01720690618	nazmulbcs@gmail.com
৫.	জনাব মোঃ শওকত আলী (৬৪৩১)	উপসচিব	বিদ্যুৎ বিভাগ, বিদ্যুৎ, জ্বালানি ও খনিজ সম্পদ মন্ত্রণালয়।	01711581588	dev-3@pd.gov.bd showkat17@gmail.com
৬.	শেখ মোমেনা মনি (৬৪৬১)	উপসচিব	অর্থ বিভাগ, অর্থ মন্ত্রণালয়।	01712205975	momenamoni@gmail.com
৭.	জনাব মোঃ মোখলেছুর রহমান (৬৫২৫)	উপপরিচালক (উপসচিব)	স্থানীয় সরকার, জেলা প্রশাসকের কার্যালয়, গাইবান্ধা	01711058825	moklesur1974@gmail.com
৮.	জনাব মোঃ আঃ রাজ্জাক সরকার (৬৫৫৭)	পরিচালক (উপসচিব)	বিপিএটিসি, সাভার, ঢাকা।	01712803934	razzaquesarker@yahoo.com
৯.	জনাব মোহাম্মদ দাউদুল ইসলাম (৬৬৮১)	উপসচিব	কৃষি মন্ত্রণালয়।	01815006988	dsresearch2@moa.gov.bd daud6681@yahoo.com
১০.	জনাব মোঃ আবদুল্লাহ হারুন (৬৬৯৩)	উপসচিব	মন্ত্রিপরিষদ বিভাগ।	01712971786	harun.abdulla@gmail.com
১১.	জনাব মোহাম্মদ আবদুল্লাহ আল মামুন (৬৭৩০)	উপসচিব	ভূমি মন্ত্রণালয়।	01712501223	almamun.6730@yahoo.com
১২.	জনাব মোঃ নজরুল ইসলাম সরকার (৬৭৬২)	উপসচিব	সড়ক পরিবহন ও মহাসড়ক বিভাগ।	01712678713	nazrulisarker@yahoo.com
১৩.	বেগম হাবিবুন নাহার (৬৮০০)	উপসচিব	অর্থ বিভাগ, অর্থ মন্ত্রণালয়।	01552462768	habibun_n@yahoo.com; hnahar@finance.gov.bd
১৪.	বেগম উম্মে রেহানা (৬৮২৯)	উপসচিব	অর্থ বিভাগ, অর্থ মন্ত্রণালয়।	01711589608	rehana6829@gmail.com
১৫.	জনাব এস. এম. মাসদুল হক (৬৮৫৯)	আইন কর্মকর্তা (উপসচিব)	ঢাকা উত্তর সিটি কর্পোরেশন, ঢাকা।	01711233680	masudnasim@yahoo.com
১৬.	সৈয়দ রাশেদুল হোসেন (৬৮৬৯)	উপসচিব	অর্থ বিভাগ, অর্থ মন্ত্রণালয়।	01717142234	rashedul_hossen@yahoo.com
১৭.	জনাব মোঃ হাবিবুর রহমান (৬৮৮২)	উপসচিব	অর্থ বিভাগ, অর্থ মন্ত্রণালয়।	01711705904	habib_6882@yahoo.com; habibr12@finance.gov.bd
১৮.	জনাব মোঃ খলিলুর রহমান খান (৭৭০১)	উপসচিব	পরিকল্পনা বিভাগ, পরিকল্পনা মন্ত্রণালয়।	01835804359	khan_dulal@yahoo.com
১৯.	জনাব সাইফ উদ্দিন আহমেদ (৭৭১৭)	প্রকিউররেন্ট অফিসার(উপসচিব)	উচ্চ শিক্ষা মানোন্নয়ন প্রকল্প, শিক্ষা মন্ত্রণালয়।	01720279616	bsaif2000@yahoo.com
২০.	জনাব এ.টি.এম. সাইফুল ইসলাম (৭৭৬৯)	পরিচালক (উপসচিব)	খনিজ সম্পদ উন্নয়ন ব্যুরো, জ্বালানি ও খনিজ সম্পদ বিভাগ	01911312022	saif_tax@yahoo.com
২১.	জনাব মোঃ শরাফত জামান (৭৭৮৬)	বিশেষ ভারপ্রাপ্ত কর্মকর্তা (উপসচিব)	জনপ্রশাসন মন্ত্রণালয়।	01712003537	zaman_62@yahoo.com
২২.	জনাব মোঃ রবিউল হাসান জুবেরী (বিডি/৮৪৮১), এডমিন, ২৮ গ্রাউন্ড ব্রাঞ্চ	উইং কমান্ডার	বিমান বাহিনী ঘাট পাহাড়কাঞ্চনপুর।	01715025970 01769965300	zuberibaf@yahoo.com
২৩.	এ জে এম আব্দুল্লাহেল বাকী (৪১৩৯)	উপসচিব	বাংলাদেশ সরকারী কর্মকমিশন সচিবালয়, ঢাকা।	01711946969	almabaki9@yahoo.com
২৪.	জনাব জহিরুল ইসলাম (৬৬৭১)	উপপরিচালক (উপসচিব)	স্থানীয় সরকার, জেলা প্রশাসকের কার্যালয়, কিশোরগঞ্জ	01712083567	zi_6671@yahoo.com
২৫.	জনাব মোঃ আব্দুল্লাহ-আল- মামুন (৬৬৯২)	উপপরিচালক (উপসচিব)	স্থানীয় সরকার, জেলা প্রশাস- কের কার্যালয়, শরিয়তপুর।	01716283561	na@gmail.com
২৬.	জনাব মোহাঃ রশিদুল আমিন (৬৬৯৬)	উপসচিব	অর্থ বিভাগে সংযুক্ত।	01717890655	rashedmin20@gmail.com
২৭.	জনাব মোঃ শাওগাতুল আলম (৬৭০২)	উপপরিচালক (উপসচিব)	স্থানীয় সরকার, বিভাগীয় কমিশনারের কার্যালয়, রাজশাহী	01731658284	shaugat20@gmail.com
২৮.	খন্দকার এহতেশামুল কবীর (৬৭১৬)	পরিচালক (উপসচিব),	পররাষ্ট্র বিষয়ক মন্ত্রণালয়।		
২৯.	জনাব মোঃ গালিব হোসেন, পিএসসি, বিএ-৬০২৯	মেজর	৯ বিআইআর (মেক), বাংলাদেশ সেনাবাহিনী।		

Suggested Readings

Module 01: Behavioural Governance

Dr.Grif. How to be CEO.

Principal Secretary of Malaysia, Civil Service of Malaysia.

আব্বাসীয়ন ও সাফল্য।

Module-02: Research Process and Seminar Paper Writing

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

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.

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

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

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

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

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

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*, 2nded. 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, Brookings 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.

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

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Module 05: Development Economics and Gender Issues

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

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Bangladesh Bank, Statistics Department, Annual Report, Various issues

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

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- 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.
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- Ephraim, Kleiman (2010): Externalities and Public Goods in the Talmud, *The Oxford Handbook of Judaism and Economics*, DOI:10.1093/oxfordhb/ 9780195398625.013.0005, The Oxford University Press, India
- Estimates Based on a New Measure of Fiscal Shocks." National Bureau of Economic
- GOB, External Resources Division (ERD), Aid Management in Bangladesh-2011
- GOB, External Resources Division, Flow of External Resources into Bangladesh, Various issues
- GOB, Ministry of Finance, Bangladesh Economic Review-2013
- Hanson, J.L. and Orchard, E.W (1983) *Monetary Theory and Practice*, London and plymouth: The English Language Book Society and Mac Donald & Evans Ltd.
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Module 07: Public Project Management

- Bryant, Coralie and Louise G. White (1982). : *Managing Development in the Third World*. Westview Press Inc., Boulder, Colorado.
- Cleland, David I. and King, William R. (1985). : *Systems Analysis and Project Management*. McGraw-Hill Book Company, International Student Edition, Humberg New Delhi.
- Chndha, Skylark (1989). : *Managing Projects in Bangladesh: A Scenario Analysis of Institutional Environment for Development Projects*. University Press Limited, Dhaka.
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- Government of the People's Republic of Bangladesh (2003). : *Bangladesh: A National Strategy for Economic Growth, Poverty Reduction and Social Development*, Economic Relations Divisions, Ministry of Finance, Dhaka.
- Imam, Kazi Hasan. (2005).: *Designing A Comprehensive Framework for Combating Development Project Management Problems in Bangladesh*, BPATC, Savar, Dhaka.

Module 08: Procurement Management

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

Module 09: Environment and Disaster management

- ADAB, Environment and Development: Bangladesh NGOs Perspective on Policy and Action, UNCED Publication, 1992.
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- Anil Agarwal, Sunita Narayan, Global Warming in an Unequal World: A Case of Environmental Colonialism, Centre for Science and Environment, New Delhi, 1998.
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- Geruter Pauli, The Blue Economy, 2010
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- L. Hunter Lovius and Boyd Cohen, *Climate Capitalism: Capitalism in the Age of Climate Change*, 2011
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ভাষারইতিবৃত্ত, ড. সুকুমারসেন, আনন্দপাবলিশার্সপ্রাইভেটলিমিটেড, কলকাতা ২০০১

ব্যাকরণমঞ্জরী, ড. মুহম্মদএনামুলহক, মাওলাব্রাদার্স, ২০০৩

বাংলাবানান, শ্রীমণীপ্রকুমারঘোষ, দে'জপাবলিশিং, কলকাতা ১৩৯৩

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বাংলাবানানসংস্কার : সমস্যাওসম্ভাবনা, পবিত্রসরকার, চিরায়তপ্রকাশন, কলকাতা ১৯৯২

বানান/ বাংলাবর্ণমালাপরিচয়ওপ্রতিবর্ণীকরণ, ড. মনসুরমুসা, অ্যাডর্নপাবলিকেশন, ঢাকা ২০০৭

বাংলালেখারনিয়মকানুন, ড. হায়াতুজ্জামদ, প্রতীক, ঢাকা ২০১৫

বাংলাবানানেরনিয়ম, ড. মাহবুবুলহক, সাহিত্যপ্রকাশ, ঢাকা ১৯৯৯

বাংলাবানানচিত্তারবিবর্তন, ড. মিতালীভট্টাচার্য, পারুলপ্রকাশনী, কলকাতা ২০০৭

আদর্শবাংলাবানান, বশীরআলহেলাল, লিরিকপ্রকাশনী, ঢাকা, ১৯৯০

কীলিখবেনকেনলিখবেন, আনন্দ, কলকাতা ২০১২

ভাষ্যতি, প্রথমআলো, ঢাকা ২০০৬

এবংবাংলাএকাডেমী (বর্তমানেএকাডেমি)প্রকাশিতবিভিন্নবাংলাঅভিধানেবিধৃতপ্রমিতবানানেরনিয়ম

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Module 13: Physical Conditioning and Games

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