

BPATC

“Building Capacity for
Effective, Inclusive
and **Accountable**
Public **Administration**
System”

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158th ADVANCED COURSE ON ADMINISTRATION AND DEVELOPMENT

19 July - 16 September 2026

CURRICULUM & BROCHURE

Bangladesh Public Administration
Training Centre (BPATC)

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BANGLADESH PUBLIC ADMINISTRATION TRAINING CENTRE

Savar, Dhaka-1343

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158th Advanced Course on Administration and Development (ACAD)

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1.0 About BPATC

The Bangladesh Public Administration Training Centre (BPATC) stands as the apex institution for developing the capacity of public servants in Bangladesh. Since its establishment in 1984, the Centre has remained dedicated to nurturing a professional, competent, and value-driven civil service—one that can effectively respond to complex national priorities while engaging with evolving global challenges.

Through comprehensive and world-class training programs, BPATC equips officials at every tier of government with the knowledge, skills, and mindset essential for sound policy

Vision of BPATC

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

planning, transparent governance, and citizen-centered service delivery. Its reach and impact extend across the entire spectrum of the Bangladesh civil service.

Anchored in the principles of integrity, accountability, and innovation, BPATC is committed to shaping a dynamic and ethical workforce devoted to realizing Bangladesh's vision of a just, inclusive, and prosperous society.



Mission of BPATC

We are committed to achieve the shared vision through-

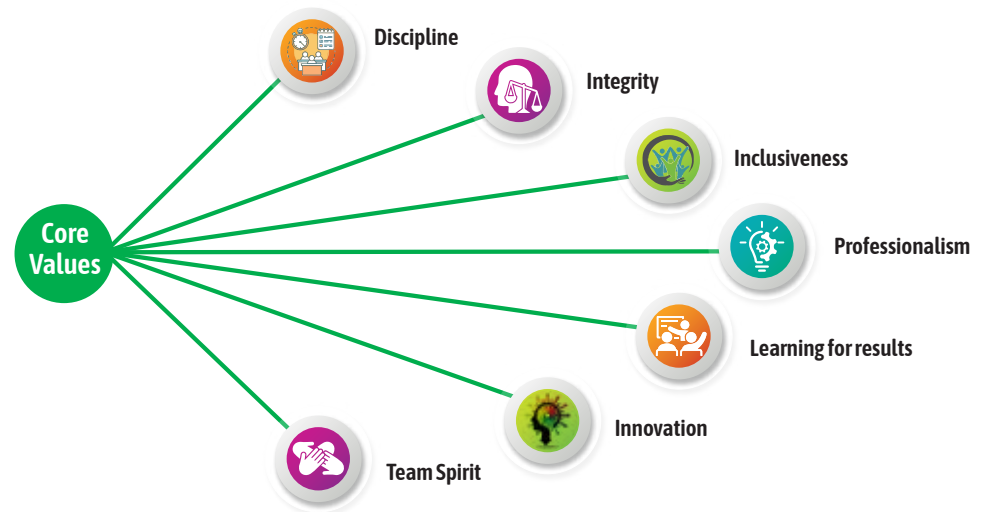
- developing competent and professional human resources by imparting quality training and development programs;
- conducting research, publishing books and journals and extending consultancy services for continuous improvement of public service delivery system;
- establishing an effective partnership 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.

BPATC Theme

Building an effective, inclusive and accountable public administration system.

The Core Values of BPATC

The core values of BPATC include-





2.0 Advanced Course on Administration and Development (ACAD)

Advanced Course on Administration and Development (ACAD) is one of the main courses of BPATC for the mid-level civil servants of the Government. While the course's main participants are the deputy secretaries to the Government, some officials of the equivalent rank from the Bangladesh Armed Forces, Foreign Service and Police Service can also join it. BPATC organizes the course in partnership with the Ministry of Public Administration as the latter provides the nominations for this training. ACAD's general purpose is to make the mid-level civil servants ready for the policy-level roles.

This course follows a blended approach that emphasizes both theoretical and operational aspects of Governance and development. As such, participants get the opportunity to have a macro view of the key issues of public sector governance and development, both from global and national perspectives, and at the same time come across the operational and translatable perspectives of different regulations, policies, and strategies of the Government.

2.1 Goals and Objectives of the Course

The overarching goal of the ACAD is “Enhancing Public servants’ competency in better policy formulation, implementation and strategic management to facilitate inclusive development in Bangladesh.”

The objectives of the ACAD are to-

- I. enhance executive leadership skills and strengthen managerial capabilities for achieving organizational goal,
- II. harness critical thinking, problem-solving and decision-making ability to excel in evolving environment, and
- III. foster policy formulation and implementation through effective communication and negotiation with stakeholders.

2.2 Key Features of The Course

2.2.1 Course Duration

The course duration is 70 days with two segments: in-country training at BPATC and Overseas Training. Out of the 70 days, 60 days are spent at BPATC, and the rest days are for the overseas part. The Course Activities and Duration of this course is distributed as following:





Items	No. of days
Inauguration, Course Briefing & Formation of Different Committee	01
Days for Training Sessions	33
Study Tour	02
Field Attachment/Data Collection	03
Field Trips/Visits	02
Certificate Awarding and Closing Ceremony	01
Week-ends and Government Holiday	18
Total Working Days	42 (Tentative)
Total days	60

2.2.2 Course Content

The course is conducted through 12 academic modules, which are clustered into 6 thematic areas.

The modules are presented below under the thematic areas.

Thematic Areas	Modules
Public Sector Management	Module 1: Public Service and Operational Issues
	Module 4: Artificial Intelligence (AI) in Governance
Public Policy Management	Module 2: Policy and Planning
	Module 5: Research for Governance
	Part- I: Basics of Social Research
	Part- II: Seminar Paper
Economic Development	Module 3: Economic Management
	Module 6: Project Management and Financing
	Module 7: Procurement Management
International Relation and Development	Module 8: Development Partnerships and Negotiations
Skill Development	Module 9: Communication Competency
	Module 10: Fitness and Well-being
Cross-Cutting Issues	Module 11: Contemporary Issues
	Module 12: Learning Good Practices
	(a) Domestic Exposure Visit
	(b) Overseas Training





2.2.3 Training Methods

Different methods are used to implement the training course. The main methods include lecture and discussion, workshop, group discussion, exercise, case study, presentation, etc.

A recapitulation session is held at the first session of Sunday of the week, in which a selected number of participants present their learning points of the previous week. This session is an opportunity for the participants to enhance their presentation skills and learning abilities.

2.2.4 Medium of Instructions

The medium of instruction of the ACAD is in English. BPATC encourages the participants to develop their oral and written English skills by practicing inside and outside the classroom. More importantly, all assignments and presentations, both group or individual, should be in English.

2.2.5 Resource Persons

Both faculty members and guest speakers conduct training sessions. Eminent scholars, senior civil servants, renowned professionals are invited as guest speakers in the course.

2.2.6 Extension Lectures

Extension Lectures (ELs) are usually conducted by Guest Resource Persons and are held usually after the regular session hours. EL is a great opportunity for the participants to interact with senior policy makers, civil society members and domain experts. These lectures focus on issues of notional or international importance and cross-cutting issues. ELs are not coded under any module.



2.2.7 Course Management Team (CMT)

The course management team comprises one Course Adviser, one Course Director, two Course Coordinators. An MDS is the Course Adviser, while one Director acts as the Course Director. Deputy Director/Assistant Director level officials work as Course Coordinators. CMT is primarily responsible for the management of the course. Participants are encouraged to share any feedback with the CMT to ensure quality training and convenience in the training environment.

2.2.8 Mandatory Responsibilities of the Participants



All participants should firmly adhere to the following:

- maintaining a higher degree of discipline, ethics, norms, and formalities inside and outside the classroom;
- attending all instructional sessions and other training activities punctually;
- entering the classrooms at least five minutes before the scheduled time;
- submitting the assignments within the stipulated time;
- staying compulsorily in the dormitory and following the rules and regulations thereof;
- abstaining from carrying and using cell phones in academic sessions, formal functions, mosque, library, and corridor;
- participating in all co-curricular activities as required by the course;
- maintaining health protocol;
- avoiding plagiarism and cheating entirely in case of writing reports and document preparation.

2.2.9 Dress Code

Participants must follow the prescribed dress code during training. A detailed dress code as approved by NTC is enclosed (**Annexure 2**)



2.2.10 Accommodation and Food

ACAD is a fully residential course, and during the training, participants live at the 15-storey new dormitory. Meals are served at the designated cafeteria. A Mess Committee formed from among participants consisting of a President of the Mess Committee (PMC), and four other members manage meals. Selection of menu, making arrangements of meals in consultation with fellow participants, and maintaining the overall quality of meals are the Mess Committee's responsibilities. However, the Course Management Team provides all logistic supports in this regard.



2.2.11 Training Sessions and Tentative Schedule of a Day¹

There will be at least four sessions a day. Typically each session is one hour, while the duration of the extension lecture is two hours. The first session of a day starts sharp at 08:30 in the morning, while evening sessions begin at 19:15 hours. A tentative plan of a day is presented below.

06:00-07:00	●●●	Morning Physical Training
07:30-08:15	●●●	Breakfast
08:30-09:30	●●●	1 st Session
09:40-10:40	●●●	2 nd Session
10:40-11:05	●●●	Health Break
11:05-12:05	●●●	3 rd Session
12:15-13:15	●●●	4 th Session
13:15-14:15	●●●	Lunch & Prayer Break
14:15-15:15	●●●	5 th Session
16:00-17:00	●●●	Afternoon Games
19:15-21:15	●●●	Evening Session

¹ The schedule may change depending on the necessity and morning PT and afternoon games are subject to sunrise and sunset.

3.0 Overview of the Evaluation System

3.1 Total Marks of Evaluation and Means of Evaluation

The performance of the ACAD participants is evaluated on 850 marks. The principal means of evaluations are individual assignments, group assignments, writing a seminar paper, and individual and group presentations. Module-wise evaluation methods and marks are given below.

SL No.	Title of Module	Methods and Marks		
		Individual	Group	Total
1	Public Service and Operational Issues	-	50	50
2	Policy and Planning	50	-	50
3	Economic Management	-	100	100
4	Artificial Intelligence (AI) in Governance	50	-	50
5	Research for Governance			150
	Part- I: Basics of Social Research	50	-	
	Part- II: Seminar Paper	100	-	
6	Project Management and Financing	-	100	100
7	Procurement Management	50	-	50
8	Development Partnerships and Negotiations	-	100	100
9	Communication Competency	50	-	50
10	Fitness and Well-being	-	-	-
11	Contemporary Issues	-	-	-
12	Learning Good Practices	-		100
	Domestic Exposure Visit		100	
	Overseas Training	-	-	
Total Marks		350	450	800

3.2 Breakdown of the Marks of the CMT Evaluation and Evaluation Wing

Following is the breakdown of **50 marks** of evaluation by the Course Management Team (CMT) and Evaluation Department.

Evaluation	Subject of Evaluation	Allotted Marks
Course Management Team (CMT)	Punctuality	5
	Table Manners and Dress	5
	Appropriate observation of BPATC's norms and values	10
	Participation in Co-curriculum Activities	5
Evaluation Department	Speakers' Evaluation	10
	Attendance	15
Total		50

3.3 Grading

According to the Evaluation Policy of BPATC, the following grading system applies to evaluate the participants' performance.

Sl. No.	Percentage of Marks	Grading
1	85 and above	A+ (Outstanding)
2	80 - <85	A (Excellent)
3	70 - <80	B+ (Good)
4	60 - <70	B (Satisfactory)
5	50 - <60	C (Average)
6	<50	Fail

3.4 Individual Course Evaluation Report for Dossier

On completion of the course, an individual course evaluation report for every participant is prepared on the basis of the daily performance of the participants. The Evaluation Department of BPATC prepares the report containing every participant's performance and CMT's pen-picture. The report is sent to the concerned Ministry/Authority for preservation in the participant's dossier.

4.0 Course Contents

THEMATIC AREA: PUBLIC SECTOR MANAGEMENT

Module 1: Public Service and Operational Issues

Evaluation Method: Group Assignment (Word Limit 800-1000)

Total Marks: 50

Module Objective: To orient the participants with different aspects of public service and its changing dynamics and procedural issues in the workplace.

Total Module Time: 14 Hours

Code	Hrs	Topics	Speaker/ Facilitator	Training Method(s)
1.01	2	Public Service Management: Reform Initiatives & Best Practices	FM/GS	Case Study
1.02	2	Innovation for public service improvement	FM/GS	Case Study
1.03	2	Strategic Management in Public Sector: Tools and Framework	FM/GS	Case Study
1.04	2	Role of inter-agency collaboration in public service improvement	FM/GS	L&D/ Simulation
1.05	2	The Law-Making Process: From Draft Bill to Parliamentary Approval	FM/GS	Panel Discussion
1.06	2	GPMS as a Tool for Enhancing Transparency and Accountability in Public Administration	FM/GS	L&D
1.07	2	Steps, Compliance and Documentation Required for Audit Objection Settlement	FM/GS	L&D

THEMATIC AREA: PUBLIC POLICY MANAGEMENT

Module 2: Policy & Planning

Evaluation Method: Individual Assignment (Word Limit 600-800)

Total Marks: 50

Module Objective: To analyze different theoretical and practical aspects of public policy and development planning.

Total Module Time: 14 Hours

Code	Hrs	Topics	Speaker/ Facilitator	Training Method(s)
2.01	2	Introduction to Public Policy, Public Policy Process, and Policy Analysis	FM/GS	L&E
2.02	2	Evidence-Informed Policy Formulation: Process, Actors and the Political Economy	FM/GS	Case Study
2.03	2	Preparing Policy Argument	FM/GS	Case Study
2.04	2	Policy Implementation Models and Evaluation Theories & Techniques and Implementation Challenges in Bangladesh	FM/GS	L&D
2.05	2	Sectoral Policy Analysis	FM/GS	Case Study
2.06	2	Development Planning Process in Bangladesh: Institutions, Process, and Interactions	FM/GS	L&D
2.07	2	Annual Development Program (ADP) and Financing Modalities and Procedures	FM/GS	L&D

THEMATIC AREA: ECONOMIC DEVELOPMENT

Module 3: Economic Management

Evaluation Method: Group Assignment (Word Limit 800-1000)

Total Marks: 100

Module Objective: To acquaint the participants with economic development strategies and procedures.

Total Module Time: 14 Hours

Code	Hrs	Topics	Speaker/ Facilitator	Training Method(s)
3.01	2	Bangladesh's Current Growth Trajectory: Strategies, Opportunities, Challenges and Lessons from South-East Asia	FM/GS	L&D
3.02	2	Budget Making Process and MTBF	FM/GS	L&D
3.03	3	Debt Management and Macroeconomic Sustainability: Current Scenario and Challenges	FM/GS	L&D
3.04	2	Overview of the External Sector of the Economy: BoP, Current Account, Capital Account, FDI, External Debt, Exchange Rate, Forex Reserve, International Investment	FM/GS	L&D
3.05	2	Five Years Strategic Framework for Reforms and Development	FM/GS	L&D
3.06	3	Macroeconomic management: Fiscal and Monetary Policy of Bangladesh	FM/GS	Panel Discussion

THEMATIC AREA: PUBLIC SECTOR MANAGEMENT

Module 4: Artificial Intelligence (AI) in Governance

Evaluation Method: Individual Assignment/Practical

Total Marks: 50

Module Objective:

- To understand the leveraging roles of ICT in public sector governance.
- To understand the fundamentals of Frontier technologies in public sector governance;
- To apply the AI tools in day-to-day office works and decision making.

Total Module Time: 12 Hours

Code	Hrs	Topics	Speaker/ Facilitator	Training Method(s)
4.01	2	E-Governance: Digital Service Delivery, Citizen Connectivity and Readiness	FM/GS	L&D
4.02	2	Digital Platform and Cyber Security	FM/GS	L&D and Practical Work
4.03	2	Frontier Technologies for Governance: Artificial Intelligence (AI), Internet of Things (IoT), Big Data etc.	FM/GS	L&D
4.04	2	AI for Daily Office Work (Documentation, Communication, Presentation & Task Management etc.)	FM/GS	Practical Work
4.05	4	AI for Data Management and Decision Making (Data Analysis, Decision making with AI, HR & Finance Management)	FM/GS	L & D and Practical Work
4.06	-	Use of AI Tools in Governance (Visit)	FM/GS	Visit

THEMATIC AREA: PUBLIC POLICY MANAGEMENT

Module 5: Research for Governance

Part I.

Basics of Social Research

Evaluation Method: Proposal on Individual Seminar Paper (Word Limit: 800-1000)

Total Marks: 50

Sub-Module Objective: To enable and understand the necessity of public service research and acquaint them with different research aspects and its methodology. This sub-module will help the participants gain hands-on experience in writing the proposal and conducting research.

Total Module Time: 06 Hours

Code	Hrs	Topics	Speaker/ Facilitator	Training Method(s)
5.01.01	1	Research for Governance and Policy Analysis: Need for Research in Public Service	FM	L&D
5.01.02	2	Briefing on Module and How to Write a Research Proposal (Contents of a Research Proposal)	FM	L&D
5.01.03	1	Session with Consultants/ Mentors	All C/Ms (In Group)	Practical Exercise
5.01.04	1	Session with Consultants/ Mentors	All C/Ms (In Group)	Practical Exercise
5.01.05	1	Session with Consultants/ Mentors	All C/Ms (In Group)	Practical Exercise
5.01.06	-	Submission of Research Proposal to Email of respective Consultants/ Mentors	Participants	-
5.01.07	-	Feedback by the respective Consultants/ Mentors on the Proposal	Participants and C/Ms	-
5.01.08	-	Submission of Hard copy of Proposal to the CMT and softcopy to BPATC ERP	Participants	-

- *Seminar Paper Proposal should be submitted within 22 days of commencement of the course*

Part II.

Seminar Paper

Evaluation Method: Final Seminar Paper Submission and Presentation

Total Marks: 100 (Final Seminar Paper: 75; Presentation: 25)

Sub-Module Objective: To provide the participants with opportunities to write a seminar paper and enhance analytical and presentation skills.

Total Module Time: 10/12 Hours

Code	Hrs	Topics	Speaker/ Facilitator	Training Method(s)
5.02.01	3 days	Literature Review/Data Collection	Participants	Field Visit
5.02.02	1	Data Interpretation in Groups with Research Consultants/ Mentors	All C/Ms (In Group)	Practical Exercise
5.02.03	1	Session with Consultants/ Mentors to write and finalize the paper	Participants and C/Ms	Practical Exercise
5.02.04	1	Session with Consultants/ Mentors to write and finalize the paper	Participants and C/Ms	Practical Exercise
-	-	Send draft report to respective Consultants/Mentors through email	Participants	-
5.02.05	1	Session with Consultants/ Mentors to write and finalize the paper	Participants and C/Ms	Practical Exercise
-	-	Submission of Final Report (hard copy to CMT and soft copy to ERP)	Participants	-
5.02.06	6-8	Seminar Paper Presentation	MD and External Evaluator	Participants

- *At least 2-3 days gap must be maintained in assigning each session so that every participant can get sufficient time to develop their proposal and final paper. Topic 5.02.02 must be assigned on the first day after coming back from data collection.*
- *Please check plagiarism and attach the auto generated Turnitin report with your paper.*
- *Please follow the guidelines on seminar paper (Page: 33-34)*
- *Data Collection should be completed within 28 Days of commencement of the course*
- *Final Seminar Paper submission should be ensured within 45 days of the course*
- *Presentation of Final Seminar Paper should be arranged within 55 Days of commencement of the course*

THEMATIC AREA: ECONOMIC DEVELOPMENT

Module 6: Project Management and Financing

Evaluation Method: Group Assignment on Drafting DPP/TAPP

Total Marks: 100

Module Objective: To make the participants aware of different critical elements of project planning and implementation and financing to make them able to manage projects effectively.

Total Module Time: 22 Hours

Code	Hrs	Topics	Speaker/ Facilitator	Training Method(s)
6.01	2	Project Preparation, Management, and Approval Process (Particular Reference to Critical Path Analysis and PERT)	FM/GS	L&E
6.02	2	Project Planning, Project Need and Stakeholder Analysis	FM/GS	L&D Exercise
6.03	2	Log Frame and Project Risk Analysis	FM/GS	L&D
6.04	4	Project Proposal Development in Reference with MAF & SAF	FM/GS	L&D Exercise
6.05	2	Project Appraisal	FM/GS	Exercise
6.06	2	Critical Aspects ² of Complex and Big Projects Management	FM/GS	L&D
6.07	2	PPP in Bangladesh: Status, Opportunities, and Challenges	FM/GS	L&D
6.08	2	Sustainability and Transfer of Projects	FM/GS	L&D
6.09	2	Monitoring and Evaluation of Projects and the role of IMED	FM/GS	L&D
6.10	2	External Financing for Development Projects	FM/GS	L&D
-	-	Project Visit	CMT	Visit

² Proposal Development, Design, Approval, Managing Multiple Parties, Procurement and Contract Negotiations etc.

THEMATIC AREA: ECONOMIC DEVELOPMENT

Module 7: Procurement Management

Evaluation Method: Individual Exercise

Total Marks: 50

Module Objective: To enhance the participants' professional knowledge and skills regarding different aspects of procurement management.

Total Module Time: 20 Hours

Code	Hrs	Topics	Speaker/ Facilitator	Training Method(s)
7.01	2	Overview on PPA 2006 and PPR 2025	FM/GS	L&D
7.02	2	Annual Procurement Planning and Preparation of Technical Specification	FM/GS	L&D
7.03	2	Steps in Public Procurement: Goods and Works (National and International)	FM/GS	L&D
7.04	2	Noting & Drafting for Tenders (specifying the Conditions)	FM/GS	L&E
7.05	2	Tender Opening and Evaluation: Goods and Works & Exercise on Tender Evaluation	FM/GS	L&E
7.06	2	Steps in Service Procurement: Services Shortlisting (Eol) and Proposal Evaluation	FM/GS	L&E
7.07	4	Practical Exercise on Managing e-GP	FM/GS	Exercise
7.08	2	Notification of Award (NOA) and Contract Management	FM/GS	L&E
7.09	2	Writing Summary for Cabinet Committee on Government Purchase (CCGP) and Economic Affairs Committee (EAC)	FM/GS	L&E

THEMATIC AREAS: INTERNATIONAL RELATION AND DEVELOPMENT

Module 8: Development Partnerships and Negotiations

Evaluation: Group Exercise

Total Marks: 100

Module Objective: To orient the participants with different aspects of international diplomatic and development partnerships and negotiations.

Total Module Time: 13 Hours

Code	Hrs	Topics	Speaker/ Facilitator	Training Method(s)
8.01	2	Fundamentals of Negotiation: Distributive and Integrative Approaches, and Strategic Steps	FM/GS	L& Case Discussion
8.02 + 8.03	1	Issues in International Relations, Global Diplomacy and Negotiations (Bilateral, Regional and Multilateral Settings)	FM/GS	L&D
	2	Simulation on International Negotiations	FM/GS	Simulation
8.04 + 8.05	2	International and Regional Trade Negotiations: Legal Frameworks, WTO and other Protocols	FM/GS	L&D
	2	Simulation on Trade Negotiations (International and Regional)	FM/GS	Simulation
8.06	2	International Development and Institutional Architecture: Negotiating & Managing Foreign Assistance	FM/GS	L&D CS
8.07	2	Regional Trade Scenario in South and Southeast Asia: Lessons for Bangladesh	FM/GS	L&D CS

THEMATIC AREA: SKILL DEVELOPMENT

Module 09: Communication Competency

Evaluation: Individual Presentation

Total Marks: 50 (IP: 40; Recap: 10)

Module Objective: To enable the participants to communicate in English more confidently and proficiently.

Total Module Time: 23 Hours

Code	Hrs	Topics	Speaker/ Facilitator	Training Method(s)
-	8	Presentation on Learning Points	CMT	PPT Presentation
9.01	2	Emotional Intelligence	FM/GS	L&D
9.02	2	Techniques for Enhancing Professional English	FM/GS	L&D
9.03	2	Professional English Writing & Presentation Skills: Exercise	FM/GS	Exercise
9.04	4	Debate	FM/GS	Briefing and Presentation
9.05	5	Individual Presentation (Journal Article)	FM	Presentation*

* General Instructions for Journal Article Review in ACAD

1. Articles will be selected from peer-reviewed journals, and the list of articles will be examined before the commencement of each course. The Library Department will archive the lists in e-repository.
2. For selecting articles, these areas Public Administration, Public Policy, Sustainable Development, Economic Development, Negotiation, International Relations and will get priority. Curriculum Development Committee (CDC) can also bring necessary changes in this type of criterion.
3. Articles selected for review need to be contain optimal similarity (e.g., length of the article, terminologies used in the literature) and readability.
4. Presentation time will be 10 (ten) minutes for each participant, but the Course Management Team (CMT)/Module Director can change the format of presentation/time with the approval of competent authority.
5. In presentation, participants have to highlight the essence/key findings of the journal article, take-aways, replicability, potentials for future study. The CDC can update these criteria if situation requires. Assigned Module Director/Evaluators will consider these points for assessment.
6. Module Director and the CMT will coordinate everything related to this assessment/presentation. If needed, the CMT will take necessary steps to provide hard copy of the articles with participants, however, soft edition will be preferred for dissemination among the participants.

THEMATIC AREA: SKILL DEVELOPMENT

Module 10: Fitness and Well-being

Module Objective: To make the participants aware of the necessity for physical and mental soundness for better performance and productivity.

Total Module Time: 11 Hours

Code	Hrs	Topics	Speaker/ Facilitator	Training Method(s)
10.01	1	Sedentary Life Style and Effects	FM/GS	L&D
10.02	2	Occupational Health Hazard and its Management	FM/GS	L&D
10.03	2	Stress Management and Strategies for Ensuring Work-Life Balance	FM/GS	L&D
10.04	2	Common Health Related Issues	GS	L&D
10.05	2	Nutrition for a Healthy Lifestyle: Balanced Diet and Well-being	FM/GS	L&D
10.06	2	Non-Communicable Diseases (NCDs): Early Detection, Prevention and Management	FM/GS	L&D

THEMATIC AREA: CROSS-CUTTING ISSUES

Module 11: Contemporary Issues ³

Module Objective: To orient the participants with contemporary issues to remain updated on the changing aspects of Governance and development. This module also offers an opportunity to bring senior-level academics, professionals, and practitioners to share their thoughts on the issues.

Total Module Time: 30 Hours

Code	Hrs	Topics	Speaker/ Facilitator	Training Method(s)
11.01	2	Bangladesh Before All	FM/GS	Seminar
11.02	2	International Investment in Bangladesh: Opportunities and Challenges	FM/GS	L&D
11.03	2	Climate Change and Disaster: Global Targets and National Action Agenda	FM/GS	L&D
11.04	2	Harnessing the Potentials of Marine Resources (Blue Economy)	FM/GS	L&D
11.05	2	National Energy Policy (NEP-2004), Bangladesh and the Future of Energy Security for Developing Countries	FM/GS	L&D
11.06	2	Strategies for Combating Corruption in Bangladesh Public Sector	FM/GS	L&D
11.07	2	Prospect for Overseas Employment and Economics of Migration	FM/GS	L&D
11.08	2	Media Relations and Effective Public Relation Management	FM/GS	L&D
11.09	2	Capital Market and its Regulation: Bangladesh Context	FM/GS	L&D
11.10	2	Demographic Transformation: Growth & Development for Bangladesh	FM/GS	L&D
11.11	2	Compliance with Court Orders: Administrative and Legal Responsibilities of the Public Offices	FM/GS	L&D
11.12	2	Organogram Development and Post Creation Procedure Based on Establishment and O&M Manuals	GS	Case Study & Group Discussion
11.13	4	Recent Welfare Initiatives of Bangladesh Government: Family Card, Farmer's Card etc.	FM/GS	L&D
11.14	2	Democratic Governance and the Role of Civil Servants	FM/GS	L&D

³ This is an indicative list and may change overtime and is subject to availability of time. The CMT in consultation with the Rector can add and omit any topic based on the necessity and importance.

Module 12: Learning Good Practices

Part I.

Domestic Exposure Visit

Evaluation Method: Group Report (Word Limit 500-700)

Total Marks: 100

Sub-Module Objectives: To create opportunities for the participants to know the economy's transformation process by visiting different institutions/industries of the country. This visit also offers the participants opportunities to learn the governance culture and good practices of the visiting institutions and enterprises.

Role of the CMT

The CMT arranges visits for the participants to different institutions and enterprises. Public sector institutions, private sector enterprises, not-for-profit organizations, media outlets, military establishments, etc. are the target institutions for domestic exposure visits.

Group Report

CMT briefs the participants about the visit protocol and report preparation before any visit. Group Report should ideally incorporate the following issues: (a) an overview of the visiting institution; (b) governance; (c) learning points/good practices; (d) recommendations for public sector institutions in terms of realizing institutional goals and governance improvement.

Part II.

Overseas Training

Management of the Overseas Training

Ministry of Public Administration {clause 10.2 (gha) of the Public Administration Training and Higher Education Policy, 2023} identifies the country and the institution as part of the Overseas Training (OT) for 10 days, excluding the travel period. Usually, an advanced or emerging country, in terms of economic development, is selected for OT. The visit takes place after the completion of the course at the BPATC. BPATC and MOPA jointly organize the OT, and the latter arranges a briefing on this Training before it practically takes place and bears the cost of the OT.

Roles and Responsibilities of the Participants in the OT

During the visit, the participants learn about different policies, strategies, and practices, both in general and sector-wise, contributing to the visiting country's development. As part of the OT, the participants get the opportunity to visit different institutions, and thereby, they learn many things in detail. Participants prepare a comprehensive report on the OT, where the following issues are included: (a) an overview of the visit; (b) different aspects of the development journey of the country (overall and sector-specific); (c) learning points for Bangladesh.

Participants should be very active and engaged in the visit to understand and identify the critical factors that contributed to the visiting country's development. Participants should also smartly and gently interact with their counterparts to deepen the sense of partnership and cooperation.

Methodology and Briefing on Assignments

Under OT Group Formation

Participants are organized in different groups, and each group may consist of 4-5 participants. CMT do the grouping. Each group gets a sector-specific topic from the CMT for study during the OT.

Overseas Part

Each group prepares a group report on the OT and presents it at the visiting country's host/designated institution. The group report and presentation cover the assignment of the overseas part. The group prepares the report and presentation, focusing on the assigned topic. While discussing policies, strategies, and experiences in the visit report, each group should specifically look at its given subject/topic.

After Completion of Overseas Training

Following the completion of the overseas training, participants shall be required to submit a report or present their learning and experiences in a seminar/workshop.

5.0 Guidelines for Seminar Paper

Writing a seminar paper is an integral part of the ACAD. Each participant must write a 'seminar paper' and present the paper before a panel of evaluators comprising faculty members of BPATC and renowned academics and practitioners. This brief guideline supports the participants in writing the seminar paper.

This exercise gives the mid-level civil servants a practical opportunity to understand the governance and policy issues and, at the same time, to critically analyze the public policies to realize to what extent they are useful and relevant. By writing a seminar paper, the participants understand the complexities and multidimensional dynamics of the public policy process and Governance. Moreover, participants gain professional knowledge and expertise to comment on the necessity, effectiveness, efficiency, validity, etc. of the public policies and the quality of Governance. This exercise also helps the participants to improve their analytical abilities, writing, and reasoning skills.

Specific Objectives of Writing the Seminar Paper

The following are the specific objectives of the assignment:

- understanding the critical aspects of Governance and development;
- helping to evaluate the policy process, from formulation to effectiveness;
- using social research methods to analyze and evaluate public policies;
- making the participants able to write formal seminar paper complying with standard methodological norms and requirements;
- improving critical analytical abilities; professional writing and presentation skills;
- enhancing the logical sequence and argumentation process.

Note on the Research

A participant should research an area that is pertinent to his/her role. In other words, any governance, policy, or development issues of his/her Ministry/Division/Agency should be the main focus of the research. While undertaking the study, the participants may keep the following points in mind to better develop the paper:

- the importance of the study in terms of governance improvement, policy effectiveness, development results;
- challenges and opportunities about the research issue;
- Scope of generating evidence for policy influence and advocacy.

Individual Assignment

Each participant must prepare a seminar paper that should be presented before a panel of experts. During the preparation of the paper, a team of research consultants supports the participants. Each participant makes an oral presentation of his/her seminar paper.

Technical Requirement for the Preparation of the Policy Evaluation Paper

Maintaining Academic Ethics

No data, text, facts, ideas, or theories belonging to others presented as if they were the author's own ("plagiarism") are accepted. Proper acknowledgment of other's works must be given (this includes material that is closely copied (near verbatim), summarized and/or paraphrased). Quotation marks are used for verbatim copying of material, and permissions are secured for copyrighted material.

BPATC uses Turnitin software to screen plagiarism. If there is a suspicion of plagiarism, the concerned authority carries out an investigation. If, after research, the allegation seems to raise valid concerns, the accused author is contacted and allowed to address the issue. If any participant violates BPATC's prescribed policy regarding plagiarism, BPATC does not accept his/her paper, and this may result in disciplinary actions.

Length

The length of the paper should be between 3000 and 5000 words.

Text Formatting

- Word format
- Font: Times New Roman, 12 size
- Using the automatic page numbering function to number the pages
- Not using field functions
- Using tab stops or other commands for indents, not the space bar
- Using the table function and not spreadsheets to make tables
- Using the equation editor or Math Type for equations
- Saving the file in docx format (Word 2007 or higher)

Referencing

- Harvard referencing style

COURSE BROCHURE

6.0 Facilities of BPATC

Accommodation

BPATC provides dormitory facility to the participants. Participants of ACAD are accommodated at ITC building or 15-storey dormitory building. Here the newly built dormitory building has increased the capacity of the centre.

The 15-Storey Dormitory Building

To enhance the accommodation capacity of BPATC a 15-Storey Dormitory Building has been built for trainees and officials attending training programs at the center. The dormitory offers modern amenities and facilities to ensure the comfort and convenience of the residents including living rooms, a day-care centre for the participants’ children aged 1-3 years old with indoor playground and kitchen, common areas, dining facilities, recreational spaces, and conference rooms or classrooms for conducting sessions, workshops and seminars. It was inaugurated in October 2023. The building, covering an area of 35,512 square meters.

Different facilities included at the dormitory building are: leisure room with a large-screen TV at each floor, WiFi-internet connection and an automated management system, fire extinguisher system, one IP-based telephone, wooden wall cabinet, sofa, and two reading tables in each room, geyser arrangement for hot water supply, water filters, washing machines and fridges in common space, indoor games and gym facility at the basement, a computer lab, prayer rooms for male and female participants, etc. And last but not the least, there are 500 rooms capable of accommodating 1000 trainees, all are equipped with air conditioning and a private balcony.

Class Room

In BPATC, classes are conducted at various facilities of the Centre, especially at Academic Building, ITC, Multipurpose Hall, Lecture Theatre to suit the purpose. In each classroom, there will be a classroom attendant. He will manage the training aids of the classroom and assist all sorts of classroom support for smoothly running the training sessions. Technical Supervisor supervises her/him. The classes are under the constant vigilance of the CMT and evaluation wing.

Academic Building

It is a three-storied structure building (ex-Syndicate building) with classrooms and other facilities. The trainees’ rooms are in close touch with the classrooms so that the faculty can carry various training materials and be in close touch with other offices and classrooms. The rooms are spacious and having regard to the hot and humid climate of Bangladesh.

Support Service:



Aminur Rahman
Dormitory Supervisor
01716610525



Md. Imran Hossain
Cafeteria Procurement Assistant
01712431172



Robi Lal
Caretaker
01624236662

Lecture Theatre

There are two modern lecture theatres at the Centre, designed to seat 100 trainees at a time. It is intended for the passing out exercises, especially when the classrooms are not suitable to accommodate a medium-sized assembly of trainees. The total covered area of the theatre is 4.400 sq. ft. with a fixed and curved gallery sitting arrangement.

Auditorium or Multi-Purpose Hall

It is the largest hall of multipurpose use where seven hundred persons can be accommodated very comfortably. The seats can be arranged and stacked as and when necessary. This hall is intended to assemble outstanding speakers from time to time, available occasionally for international conferences and social and cultural functions.

International Training Complex (ITC)

It is one of the facilitating arms of the Centre for networking with foreign institutions for arranging training, workshops, seminars, meetings, etc. The office of the Rector and the Rector's Secretariat has recently been shifted here. This complex has modern accommodation facilities for all types of training programs, e.g., a mini auditorium, rector's conference room, seven classrooms, syndicate rooms, seminar room, one executive dining room, kitchen facilities, etc. The ITC has residential facilities for VIPs and trainees/ participants for higher course. Exquisitely designed double-seated rooms are fully furnished and equipped with modern facilities like refrigerator, television, telephone, etc. It has a computer laboratory with an internet connection that offers facilities for global communication networks for the participants. The complex is turning into a full-fledged abode of training, networking, and collaboration very shortly by converting it into a ten-storied self-sufficient modern Building.

Multi-Purpose Building

This three-storied building of the Centre meets the daily needs and activity services of the staff and trainees. It provides services of a bank, ATM booth, post office, laundry, canteen, etc.

ATM Booth

The Centre has Sonali Bank with an ATM booth facility. This ATM booth supports VISA, NPSB, and Q-cash. This is a newly added facility at BPATC.

Library

The BPATC library is one of the best administration libraries in the country. The library plays an important role in achieving the goals of training. Collection of relevant books, journals, magazines, and other reading materials and processing these for the readers are the main tasks of the library. There are approximately 125,000 books for circulation to the readers in its possession. Participants will have ready access to the reading room facilities. Besides these, the library received a good number of books, journals, workshop proceedings, conventional and non-conventional research reports, annual reports, newsletters, and magazines as complimentary copies through exchange programmes with various local and foreign organizations. Recently a 'Muktijuddho Corner' has been opened where almost all the books on our independence and war of liberation are available.

The library remains open from 8.00 am to 10.00 pm without any break from Sunday to Thursday. It remains open from 4.00 pm to 10.00 pm on Friday and Saturday. A large number of readers use the library regularly. Every faculty member can borrow ten books, while a trainee can borrow four books at a time for one month. Photocopying facilities are also available on payment on the library's ground floor.

Except for the books issued, the trainers and trainees can read many leading dailies. Moreover, five selected dailies are preserved in bound form for various reference and research purposes. The library also subscribes to international magazines such as The Economist, Times, Reader's Digest, and National Geographic. The library is subscribers to some renowned journals, namely Proshikhyan, International Review of Administrative Science, etc. The participants are encouraged to use the library facilities at the maximum effort. Librarian (AVR) is the key person to know more about the library. (cell no. 0174255395) is working as Librarian of the Centre.

Dining/Cafeteria

Assistant Director (Dormitory) supervises activities of the cafeteria. Participants must follow table manners and the time schedule as given below:

Regular tentative schedule for dining:

- Breakfast: 07:00 am to 8:15 am hrs
- Snacks & tea (morning): 10:40 am to 11:00 am hrs
- Lunch: 13:15 to 14:00 hrs
- Snacks & tea (evening): 17:00 pm – 17:45 pm hrs (subject to change based on sunset time)
- Dinner: 20:30-21:30 hrs

Computer Lab

Computer training is compulsory for all participants. All the computers of the two labs are connected with Broadband Internet facilities. The participants are encouraged to send and receive e-mail and browse the net. The lab will remain open from 03:00 pm to 10:00 pm during working days.

Language Lab

The Centre has two language labs for enhancing the listening capability of the participants where language classes are arranged. A lab attendant is assigned to every lab to maintain and assist trainees. Technical Supervisor supervises lab attendant and language lab.

Swimming Pool

Learning swimming is compulsory with the sole aim of life-saving for those who do not know how to swim. This schedule is optional for the participants. The training session will be arranged as per the schedule of the course.

Transport

BPATC arranges transports for the participants to travel from Dhaka at the onset of the course and the weekends and other visits relating to the course. Participants receive the travel schedule well ahead.

Medical Facility

To provide the participants of various courses with healthcare and medical facility, BPATC runs a ten-bed clinic. BPATC clinic is housed in a newly built 4-storeyed facility next to Officer's Club. The Clinic offers medical facilities to the participants of all ongoing courses, members of the Faculty and Staff and their family members. The Clinic staff comprises five medical officers, two sub-assistant community medical officers (SACMO), two physiotherapists, one pharmacist, two senior staff nurses, two compounders, and two office assistants. OPD treatments are available during office time. Doctors are available at outdoor from 8:00 am to 9:00 pm. Emergency services beyond office time is also ensured by on-duty doctors. The Clinic also runs dentistry services. On arrival, participants of any course should go through a regular health check-up by BPATC doctors. For the duration of the course, participants are given free medical consultation, prescriptions, and other medical care. Participants are advised to take advice from BPATC doctors if anyone is feeling unwell. No leave on medical ground is granted without intimation from BPATC medical officers. The Clinic also provides 24/7 ambulance services as or when needed.

Contact number of the Doctors:



Dr. Shamima Akter
Medical Officer
01711001084



Dr. Bilkis Laila
Medical Officer
01711073636



Dr. Syed Shamsul Arefin
Medical Officer
01829673034



Dr. Rinat Fowjia Chandni
Medical Officer (Dental Unit)
01688904123

Emergency Number for Medical Purpose: 01723966111

Physiotherapy

There is a physiotherapy unit at the gymnasium hall of the Centre. It operates under the supervision of the clinic. An experienced graduate physiotherapist is appointed there to give required consultation and therapy to the participants and the employees of BPATC.

Contact number of Physiotherapists:



Ratan Kumar Das
Physiotherapist
01911574514



Minara Akter
Physiotherapist
01677302243

Mosque

BPATC has a large and splendid mosque surrounded by a lush green garden. Interested Muslim officers and staff and the participants of different training courses offer their prayer in the mosque. Around 1000 people can have their prayer in the mosque at a time. One Imam, one Muazzin, and one Khadem in the mosque work there and get their salaries from the government exchequer.

Recreation

As the course is very intensive, there is minimal scope for recreation. However, there are some television sets in the dormitories with dish connections. Facilities for playing Table Tennis, Carom, Chess etc., are available in the dormitories and indoor games hall as well. Participants will arrange cultural programmes and mess nights at the end of every month. They are also taken to different places for a visit of interest.

Social Events

At the BPATC, there is a tradition of organizing social and cultural events during the course. The aim of arranging such social events is to create an opportunity for the participants to interact with the faculty members, resource persons, and other eminent persons. BPATC also organizes social and cultural programs, especially on the national days where different courses join.

Encountering an Emergency Situation

BPATC authority always remains vigilant to ensure participants' safety and security. Nevertheless, in any emergency, participants are advised to contact the Course Director or Course Coordinators.

7.0 List of Module Directors

Module No.	Module Name	Module Director	Contact Detail
1	Public Service and Operational Issues	Mr. Md. Sharif Hasan Director	01911308396 sharifheleenn@gmail.com
2	Policy and Planning	Dr. Md. Mohoshin Ali MDS	01711-489786 mohoshin2005@gmail.com
3	Economic Management	Mr. Numeri Zaman MDS	01846520264 numerizaman@yahoo.com
4	Artificial Intelligence (AI) in Governance	Dr. Md. Jahid Hossain Panir MDS	01712915194 jahidhossain.panir@gmail.com
5	Research for Governance	Dr. Md. Zohurul Islam MDS	01716458964 zohur68@gmail.com
6	Project Management and Financing	Dr. M. Arifur Rahman MDS	01552468235 m.arifurrahman@yahoo.com
7	Procurement Management	Mr. Md. Rafiqul Islam Director	01716364952 uzzal7040@yahoo.com
8	Development Partnerships and Negotiations	Mr. Mohmmad Saiful Islam Director	01738-431111 saif_27th@yahoo.com
9	Communication Competency	Mr. Shamim Adnan Deputy Director	01843056582 shamimadnan.bpatc@gmail.com
10	Fitness and Well-being	Ms. Farjana Afrose Deputy Director	01715254143 farjanapatc@gmail.com
11	Contemporary Issues	Course Management Team (CMT)	-
12	Learning Good Practices	Mr. Md. Abul Basher Director & Course Director	01711003637 basher.bpatc@gmail.com

8.0 Team of Seminar Paper Consultants

Sl. No.	Faculty Name and Designation	Cell Number and Email Address
1	Dr. Md. Zohurul Islam MDS	01716458964 zohur68@gmail.com
2	Dr. Md. Roushon Jamal Director	01718143199 roushonjamal@yahoo.com
3	Dr. Mehedi Masud Director	01747074422 mmbp222@yahoo.com
4	Dr. Md. Morshed Alom Deputy Director	01552602056 mmapatc@hotmail.com
5	Mr. Shamim Hosen Deputy Director	01717563992 shamim.du207@gmail.com
6	Ms. Afia Rahman Mukta Deputy Director	01301958821 afia.mukta25@gmail.com

প্রশিক্ষণ কোর্সের পোশাক-পরিচ্ছদ

ক্রম	অনুষ্ঠান/ কার্যক্রমসমূহ	নারী প্রশিক্ষণার্থী	পুরুষ প্রশিক্ষণার্থী
১.	শ্রেণীকক্ষ অধিবেশন/ শিক্ষাসফর/ সংযুক্তি কার্যক্রম/ ক্যাফেটেরিয়া (প্রশিক্ষণ চলাকালে)/ কোর্স প্রশাসন, অনুষদের সাথে সাক্ষাত/ রেক্টর'স টি, মেস নাইট	১। দেশি শাড়ী (সুতি/সিল্ক) [রঙ: মড, আকাশী নীল (স্কাই ব্লু), পিচ, হালকা ধূসর (লাইট গ্রে)]; ২। ক্লোসড সুজ (রঙ: কালো, গ্রে); ৩। স্কিন কালারড লম্বা মোজা; ৪। শীতকালে গ্লোজার; ৫। বিশেষ পরিস্থিতিতে স্কার্ফ ও লং কটি পরিধানের প্রয়োজন হলে তা অবশ্যই সাধারণভাবে সুপারিশকৃত রঙের সাথে সামঞ্জস্যপূর্ণ হতে হবে।	১। ক্লোসড কলার ফুল হাতা শার্ট [রঙ: সাদা, আকাশী নীল (স্কাই ব্লু), ছাই/লাইট গ্রে]; ২। নির্ধারিত টাই; ৩। ফর্মাল ফুল প্যান্ট (জিন্স, গ্যাবার্ডিন/কর্ড কাপড় প্রযোজ্য নয়)। [রঙ: কালো, অফিসিয়াল নেভি ব্লু]; ৪। অক্সফোর্ড লেইসড সুজ (কালো); ৫। প্যান্টের রঙের সাথে সামঞ্জস্যপূর্ণ লম্বা মোজা; ৬। শীতকালে গ্লোজার; ৭। বিশেষ পরিস্থিতিতে অন্যান্য পরিচ্ছদ পরিধানের প্রয়োজন হলে তা অবশ্যই সাধারণভাবে সুপারিশকৃত রঙের সাথে সামঞ্জস্যপূর্ণ হতে হবে।
২.	উদ্বোধন ও সমাপন অনুষ্ঠান/গেস্ট নাইট	১। জামদানী শাড়ী [রঙ: হালকা ল্যাভেন্ডার, কপার ব্রাউন, সি গ্রিন]; ২। গ্লোজার (অফিসিয়াল নেভি ব্লু); ৩। ক্লোসড সুজ (রঙ: কালো, ধূসর); ৪। স্কিন কালারড লম্বা মোজা।	১। স্যুট (অফিসিয়াল নেভি ব্লু); ২। ফুল হাতা সাদা শার্ট; ৩। নির্ধারিত টাই; ৪। অক্সফোর্ড লেইসড সুজ (কালো); ৫। লম্বা মোজা (কালো)।
৩.	ক্রীড়া অধিবেশন	১। পোলো শার্ট, ট্রাউজার; ২। সালোয়ার-কামিজ-ওড়না, ৩। লম্বা মোজা; ৪। কেডস। ৫। ট্যাকসুট (শীতকালে) [সব সাদা]	১। পোলো শার্ট; ২। ট্রাউজার/শর্টস, ৩। লম্বা মোজা; ৪। কেডস। ৫। ট্যাকসুট (শীতকালে) [সব সাদা]
৪.	ক্যাফেটেরিয়া/ লাইব্রেরি ওয়ার্ক/ কম্পিউটার ল্যাব/ ডরমিটরির বাইরে অবস্থান/ অতিথির সাথে সাক্ষাত (অধিবেশন ব্যতীত/ছুটির দিন)	১। শাড়ী/সালোয়ার-কামিজ-ওড়না; ২। লেদার স্যান্ডেল।	১। ওপেন কলার শার্ট সঙ্গে ফুল প্যান্ট (জিন্স, গ্যাবার্ডিন/কর্ড কাপড় প্রযোজ্য নয়); ২। লেদার সুজ/স্যান্ডেল সু।
৫.	জাতীয়/ আন্তর্জাতিক অনুষ্ঠান/ কার্যক্রমসমূহ	১ নং ক্রমিকে বর্ণিত পোশাকের অনুরূপ। প্রয়োজ্যক্ষেত্রে সংশ্লিষ্ট কোর্স প্রশাসন নির্দেশনা প্রদান করবে।	১ নং ক্রমিকে বর্ণিত পোশাকের অনুরূপ। প্রয়োজ্যক্ষেত্রে সংশ্লিষ্ট কোর্স প্রশাসন নির্দেশনা প্রদান করবে।
৬.	ধর্মীয় অনুষ্ঠান/কার্যক্রমসমূহ	প্রচলিত রীতি-প্রথা অনুযায়ী পোশাক-পরিচ্ছদ। তবে, এক্ষেত্রে সংশ্লিষ্ট কোর্স প্রশাসন সকলের সাথে সমন্বয়ের লক্ষ্যে সুনির্দিষ্ট নির্দেশনা প্রদান করবে।	প্রচলিত রীতি-প্রথা অনুযায়ী পোশাক-পরিচ্ছদ। তবে, এক্ষেত্রে সংশ্লিষ্ট কোর্স প্রশাসন সকলের সাথে সমন্বয়ের লক্ষ্যে সুনির্দিষ্ট নির্দেশনা প্রদান করবে।

Gantt Chart of 158th ACAD (19 July - 16 September 2026)

Task	Start	End	W1 (19 Jul to 25 Jul)	W2 (26 Jul to 01 Aug)	W3 (02 Aug to 08 Aug)	W4 (09 Aug to 15 Aug)	W5 (16 Aug to 22 Aug)	W6 (23 Aug to 29 Aug)	W7 (30 Aug to 05 Sep)	W8 (06 Sep to 12 Sep)	W9 (13 Sep to 16 Sep)
Inauguration & Course Briefing	19 Jul	19 Jul	■								
Research: Proposal sessions & mentoring	20 July	01 Aug	■	■							
Domestic Exposure Visit 1 (1 day)	04 Aug	04 Aug			■						
Seminar Paper Proposal Submission (milestone)	06 Aug	06 Aug			■						
Field Attachment / Data Collection (3 days)	09 Aug	11 Aug				■					
Data Interpretation & Drafting with Mentors (2 working days)	12 Aug	13 Aug				■					
Domestic Exposure Visit 2 (1 day)	18 Aug	18 Aug					■				
Final Seminar Paper Finalization (writing)	23 Aug	29 Aug						■			
Final Seminar Paper Submission (milestone)	01 Sep	01 Sep							■		
Study Tour / Field Trips (2 working days)	02 Sep	04 Sep							■		
Seminar Paper Presentations (6-8 days)	07 Sep	08 Sep								■	
Sports Final	14 Sep	14 Sep									■
Guest Night	15 Sep	15 Sep									■
Certificate Awarding & Closing Ceremony	16 Sep	16 Sep									■

Note

Note