

Special Foundation Training Course for the LGED Officials

Course Guidelines



Bangladesh Public Administration Training Centre

Savar, Dhaka

www.bpatc.org.bd

Table of contents

1.0	Introduction	1
1.1	Introduction to BPATC	1
1.2	Vision	2
1.3	Mission	2
1.4	Core Values	2
1.5	Training Programmes of BPATC	3
1.6	Other Activities of BPATC	3
2.0	Special Foundation Training Course for the Officials of Directorate of Registration	4
3.0	Objectives of the Course	4
4.0	The Specific Objectives of the Course	4
5.0	Requirements of the Course	5
6.0	Training Duration	6
7.0	Tentative Daily Schedule	6
8.0	Training Methods	6
9.0	Training session	7
10.0	Medium of Instruction	7
11.0	Course Content	7
12.0	Field Attachment Programme	7
13.0	Field Study Programme	8
14.0	Book Review	8
15.0	Extension Lecture	8
16.0	Reading Assignment	8
17.0	Physical Training and Games	8
18.0	Group Work	8
19.0	Evaluation	8
20.0	Grading	9
21.0	Visit/ Meet Faculty Members	10

22.0	Committee Activities	10
23.0	Discipline	10
24.0	Dress Code	10
25.0	Table Manners	11
26.0	Accommodation and Food	11
27.0	Library facility	11
28.0	Medical Facilities	11
29.0	Recreation	11
30.0	Prayer facility	12
31.0	Smoking or Taking Drugs to Alcohol Prohibition	12
32.0	Any Question or Query?	12
	<i>Annex-1: Course Content</i>	13-24
	<i>Annex-2: Reading Material</i>	25-32

1.0 Introduction

The core of spirit of our struggle for freedom and great liberation war is to build a glorious nation, a developed and prosperous Bangladesh-free from all kind of exploitation and injustices. To build a prosperous, developed, and exploitation-free nation a contingent of civil servants need to be shaped as a member of an institute with specific degree of professionalism and integrity, and a good knowledge of national and global issues. Public servants must be subject to a set of legal conditions, which enable them to effectively execute their functions and contribute to the achievement of national goal in a proper and lawful manner, across all public administration settings.

Mere knowledge on laws, rules and regulations is not enough to deliver public services effectively and professionally. Knowledge, technology and technological know-how are ever-changing and the pace of change is becoming faster and competitive. Service providers are required to be more responsive to the needs of the recipients to sustain in the competitive environment. Private sector is becoming more participative in the public domain. Complex interactive process and technological advancement has brought about a radical change in the role of the state. An analytical insight into how structural injustices create divide between ‘have’ and ‘have not’s is required to transform policies, plans, programmes and decisions into actions in this changing environment.

To attain Vision 2021 and SDGs by 2030, the government officials must have a specific degree of professionalism and integrity and capability of translation of knowledge of administrative and constitutional laws into action. They must possess analytical insight to constructs, functions and responsibilities in an appropriate manner across all public administration settings.

1.1 Introduction to BPATC

Bangladesh Public Administration Training Centre (BPATC) is the apex training institution in Bangladesh where almost all BCS Cadre officials and non-cadre officers of various government departments, autonomous, semi-autonomous and non-government organizations are imparted training in an excellent environment. The Centre was established on 28 April 1984 as an autonomous organization by merging former Bangladesh Administrative Staff College (BASC), National Institute of Public Administration (NIPA), Civil Officers’ Training Academy (COTA) and Staff Training Institute (STI). The Centre is located 28 kilometres to the north-west from Dhaka city along Dhaka-Aricha highway. It has four regional Centres located in Dhaka, Chittagong, Rajshahi and Khulna.

The Centre is headed by a Rector who is a Secretary to the Government. Rector is supported by Six Member Directing Staff (MDS) of the rank of Additional/Joint Secretary to the Government and equivalent status. Headed by MDS each division consists of a number of departments, each department headed by a Director of the rank of Deputy Secretary and Equivalent. Deputy Directors, Assistant Directors, Librarians, Medical Officers, Assistant Systems Analyst, Programmers, Assistant Programmers, Publication Officers, Research Officers and Evaluation Officers etc. work under the guidance of the Directors of relevant department.

BPATC enjoys substantial autonomy in both financial and administrative matters. The twelve-member Board of Governors (BOG) chaired by a Minister provides general policy guidance as and when required.

BPATC as the top government training institution of the country perceives and expresses common aspirations and expectations of its key stakeholders, the civil servants, who will uphold and remain committed to the core values of the nation i.e. Democracy, Nationalism, Secularism and Social Justice. Vision and Mission of BPATC, thus, always inspire and create a sense of purpose and commitment in the mind of all the trainees and employees of the organisation. BPATC also believes and practices some fundamental principles and values which create a strong, unique and innovative culture in the organisation.

1.2 Vision

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

1.3 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.

1.4 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 among 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 dignity.

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. We are committed to creating an environment where all views, opinions and inputs are encouraged and valued.

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 instil team spirit among participants of our programmes.

1.5 Training Programmes of BPATC

BPATC conducts three kinds of training courses, namely core courses, short courses and special training courses.

- Core courses are Foundation Training Course (FTC), Advanced Course on Administration and Development (ACAD) and Senior Staff Course (SSC). FTC is designed for the new entrants to the Bangladesh Civil Service (BCS), while ACAD for Deputy Secretary and their equivalent officers of defense services and public sector departments. Senior Staff Course (SSC) is designed for the Joint Secretary to the government and their equivalents from defense services and public sector departments. BPATC also arranges Policy Planning and Management Course (PPMC) for the Additional Secretaries and Lunch time/Dinner time seminar/workshop for the Secretaries to the Government
- Short courses are arranged with a view to focusing on the development of the specific clientele from officials of cadre services, public sector departments and NGOs. Project Management, Communicative English, Environmental Management, Financial Management, Efficiency Enhancement are some of the short courses run by the Centre. .
- Special training courses are organized to focus on the development of the specific clientele from officials of cadre services, public sector departments, autonomous bodies and NGOs. BPATC arranges special foundation training courses on request of various government and autonomous organizations.

1.6 Other Activities of BPATC

- BPATC carries out research in the fields relevant to public service management.
- It provides consultancy service, another core function of BPATC to the Government.
- It publishes journals, periodicals and research reports.
- It organizes joint programmes with other training institutes, academies and universities of home and abroad.
- It networks through e-library.
- It organizes international programmes.

2.0 Special Foundation Training Course for the Officials of Directorate of Registration

Foundation Training Course (FTC) is the basic training programme on administration and development conducted by Bangladesh Public Administration Training Centre (BPATC). FTC is a compulsory training for all new entrants to the Bangladesh Civil and Judicial Services. Although compulsory for all new recruits, FTC is not any cadre or service oriented training course rather a very generic type of programme which is conducted with the general aim of situating a new recruit in the service. It provides the foundation for subsequent professional training organized by various cadre-oriented training institutes. A candidate through a competitive examination steps into the structured system of government. FTC is the link point between the candidate pre-work life and the professional life and acts as a bridge between these two. It facilitates the transition process of probationers and sets the foundation to ease the process of their entry into the government system. It is not exclusively meant for developing their skills in line with the true sense of arranging training programme rather the prime intentions of conducting FTC are to create some common core values among the new recruits and to develop their knowledge base required for a career-based service where generating some skill on some specific aspects relating to modern administration and management remains an add-on objective. This underlying philosophy of the foundation training course is equally applicable for all new recruits to the government service. As such, BPATC on request conducts special Foundation Training Course for officials of various departments. This Special Foundation Training Course (SFTC) for the officials of LGED is one of such course.

The contents of this course have carefully been selected so that the participants acquire the basic knowledge of various theories, concepts and issues on administration and development. The course aims at building personality, stimulating creativity and instilling leadership qualities into the officers. The course also provides an opportunity to the officers to familiarize themselves with various dimensions of socio-economic development of the country.

03. Objectives of the Course

The general objective of this course is to develop leadership competencies of the participants for managing their own organization strategically with professional excellence. The principal aim is to foster participants' capacity to meet the upcoming challenges that the country will face.

04. The Specific Objectives of the Course

Through this course participants will be able to-

- ❖ recognize their role as public servants in a changing national and global environment;
- ❖ identify individual strengths and weaknesses and promote interpersonal relations in overall management through interaction among the trainee officers of various cadres;
- ❖ develop an insight on national goals and objectives through analyzing socio-cultural, political and economic development issues, strategies and processes realistically;
- ❖ understand and adhere to the basic service norms, rules, policies and procedures;
- ❖ learn skills on the practical aspects of management process;
- ❖ communicate in English with accuracy and reasonable fluency;
- ❖ foster esprit de corps, empathy, common perception and understanding among diverse stakeholders; and
- ❖ enhance work skill through physical and mental labour to meet arduous challenges.
- ❖ Develop the team spirit in performing their task to achieve the organizational goal.

05. Requirements of the Course

Successful completion of the course demands strict adherence to the following conditions:

As a participant of the course you must-

- ❖ maintain the tradition, discipline, norms and values of BPATC;
- ❖ attend and actively participate in all sessions and other activities on time, preferably at least ten minutes earlier than the scheduled time;
- ❖ attend written examinations, submit individual assignments, group reports and participate in such other tasks as may be assigned by the Course Management Team (CMT);
- ❖ stay compulsorily in the dormitory of the Centre and abide by the rules and regulations thereof;
- ❖ **Refrain from carrying and using of cell phone** in classroom, mosque, library and during formal programmes or walking on the corridor since it **is prohibited**;
- ❖ secure at least 50% marks in all assignments, reports and other evaluation related activities;
- ❖ wear formal dresses during academic sessions and official functions;
- ❖ follow table manners during breakfast, lunch and dinner;
- ❖ be punctual in attending all activities prescribed for the course; and
- ❖ have 100% attendance. Exceptions are made only in case of unforeseen emergency. In case of such emergency, maximum 5% absence is permitted only for the reasons exempted in the Evaluation Policy of BPATC. However, marks allotted for attendance shall be deducted proportionately in such case as per Evaluation Policy of the Centre.

06. Training Duration

The duration of the course is 60 days and this duration is distributed in the following manner:

Sl. No.	Activities	Days
1	Inauguration, Course Briefing & Formation of Different Committees	1
2	Days for Training Sessions	29
3	Field Attachment Programme	5
4	Study Tour	3
5	Certificate Awarding and Closing Ceremony	1
6	Total Working Days	39 (Tentative)
7	Weekends and Public Holidays	21
8	Total Days	60

07. Tentative Daily Schedule

Time	Activity
05:30 - 06:30	Physical Exercise*
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 and Prayer
14:15 - 15:15	5 th Session
16:00 - 17:00	Games & Sports*
18:00 - 20:00	Extension Lecture*
20:15 - 21:15	Dinner

* Subject to sun rise and sun set

08. Training Methods

Various training methods like lecture, group discussion, exercise, case study, role play, syndicate group work, presentation, attachment, film show and reading assignment will be employed. Despite certain limitations the lecture and discussion method is extensively used in this course. However, the course management team (CMT) believes that this method of

instruction can significantly be improved by active participation of the participants. The speakers will encourage the participants to take part in the discussions.

Moreover, study tour will be organized to expose the participants to real life situation in the field. The study tour, an integral part of the course, will provide them with an opportunity to relate important theoretical issues to real-life situation.

Other activities would mainly be team based requiring maximum interaction among group members for the accomplishment of a group task. Each group usually will consist of 5 participants. A participant is responsible individually and jointly for the quality of the report. Each group will present its report before the other syndicates in a plenary session.

09. Training session

Usually there will be five sessions every day. However, additional sessions may be arranged if and when felt required. Moreover, sometimes there will be evening sessions. More often than not each session will be of one-hour and first session of a day will start at 08.30 a.m.

10. Medium of Instruction

The medium of instruction of the course will be English. Further, since the Centre encourages the participants to develop their oral English skills, they are expected to speak English as far as it is possible with other colleagues at least during their time in BPATC.

11. Course Content

In order to meet the training needs of the officers, the designed course curriculum has been accumulated following modules:

1.	Behavioral Governance	2.	Bangladesh Studies
3.	Constitution and Others Legal Provision Relating to Public Service Delivery	4.	Project & Procurement Management
5.	Strategic Management and Leadership	6.	Public Sector Management
7.	Administrative and Organizational Management	8.	Achieving Sustainable Development Goals
9.	Achieving Sustainable Development Goals	10.	ICT and e-Governance
11.	Financial Management	12.	Book Review
13.	Field Attachment and Report Writing	14.	English Language Skill Development
15.	Physical Conditioning and Games	16.	Research and Development Management
17.	Essential Issues for LGED's Officials	18.	Contemporary Issues

Each module has several topics. The details of course contents are given in **Annex-1**.

12. Field Attachment Programme

Participants of the course will visit one or more places of interest under the Know Bangladesh Programme during the course to explore the country.

13. Field Study Programme

A five-day-long field study programme adds an important dimension to the Training Course. On the basis of data collected during field attachment programme participants will have to present both individual and group reports. During field visit programme staying days and nights in the selected place is compulsory for all participants.

14. Book Review

Book Review is another important component. Each participant will write critical review of one book (Bangla/English) and will present the review in a session before other participants. The presentation of the review will be followed by a question-answer session.

15. Extension Lecture

A number of extension lectures are conducted with external resource persons. Extension lectures will be held in the evening. These lectures will focus on the issues of national/international importance and will offer the participants a scope to interact and share experiences with senior government officials and renowned personalities. After each lecture every participant have to submit a one page summary (learning points in bullet form) on the lecture in the following morning.

16. Reading Assignment

There will be no classroom session on some topics of different modules rather concerned faculty members will provide participants with handouts on those issues.

17. Physical Training and Games

The Centre has a 2.2 kilometer jogging track. Participating in the jogging session, in the early morning, is compulsory. It is also compulsory for the participants to take part in morning physical exercise and afternoon game sessions.

18. Group Work

Participants are required to carry out syndicate/group works. The Module Director will give the topics, which are discussed and deliberated by the group members. The group will select a chairperson and a rapporteur and a secretary among their group to conduct the exercise session. The exercise will be followed by the presentation of the syndicate/ group work amongst their group report.

19. Evaluation

BPATC follows a two way evaluation method. Performance of the participants is evaluated through written examination, presentation, exercise, assignment and overall participation in every activity of the course. Apart from this, the course administration and/or other faculty

members would evaluate the participants outside the course based on their out-fit, behavior and personality. The participants would also get an opportunity to evaluate the speakers as well as the course management and other aspects of the course. However, participants of the course will be evaluated on 900 marks in total. Marks are distributed as follows:

Module No	Title of the Modules	Evaluation Methods and Marks		
		Individual	Group	Total
1.	Behavioral Governance	We-35	-	35
2.	Bangladesh Studies		GR-25	25
3.	Constitution and other Legal Provision Relating to Public Service Delivery	WE-25	-	25
4.	Project & Procurement Management	IR-25	GE-25	50
5.	Strategic Management and Leadership	-	GA-25	25
6.	Public Sector Management	WE-25	GR-25	50
7.	Administrative and Organizational Management	WE-40	GA-25	65
8.	Achieving Sustainable Development Goals	-	GE-50	50
9.	Achieving Sustainable Development Goals	-	GE-50	50
10	ICT and E-Governance	PE-50	-	50
11.	Financial Management	IE-25	GE-25	50
12.	Book Review	R-30, Pr-20	-	50
13.	Field Attachments and Report Writing	-	GR-25	25
14.	English Language Skill Development	CT-50	-	50
15.	Physical Conditioning and Games	IA-80, WE-20	-	100
16	Research and Development Management	WE-30, IA-30	-	60
17.	Essential Issues for LGED's Officials	WE-40	GA-20	60
18.	Contemporary Important Issues	-	GA-25	25
19	Evaluation by Evaluation Department Attendance (20) Speaker Evaluation (10)	30	-	30
20	Evaluation by Course Management Team	25	-	25
	i) Punctuality (5)			
	ii) Table Manners (5)			
	iii) Dress (5)			
	iv) Overall Conduct and Discipline(5)			
	v) Participation in co-curricular activities (5)			
Total		580	320	900
Grand Total				900

Note: WE- Written Examination, IA- Individual Assignment, IE- Individual Exercise, R-Report, Pr- Presentation, IA- Individual Assessment, GR- Group Report, GA- Group Assignment, GE- Group Exercise,

20. Grading

According to the Evaluation Policy of BPATC, marks, participants obtained in the course in different assessments, will be based on a quantitative scale and will be graded in the following way:

Sl.	Percentage of Marks	Grading
1	95 and above	A+ (Outstanding)
2	90- <95	A (Excellent)
3	85- <90	A- (Very Good)
4	80- <85	B+ (Good)
5	70- <80	B (Satisfactory)
6	60- <70	B- (Above Average)
7	50- <60	C (Average)
8	<50	Fail

21. Visit/ Meet Faculty Members

No participant will meet or otherwise be called by any faculty member in his/her office room. In case of urgency, the meeting between the participant and the faculty member may be held in the Course Office intimating the Course Management. Course Management will brief the participants accordingly and arrange the interview as and when necessary.

22. Committee Activities

The participants will be encouraged to form various committees among themselves. These committees will manage different activities of the course. Mess Committee, Sports Committee, Cultural Committee, Literary and Publication Committee and Environment Committee are formed with a view to developing leadership qualities among the officers.

23. Discipline

A strict conformity with the rules of the Centre is important for successful completion of the course. Violation of any rules, activities subversive of discipline or code of conduct, adopting unfair means in the examinations or unauthorized absence by any participant will render him/her liable to disciplinary action. The course management and the evaluation department may visit the dormitory at any time and check the presence of the participants. All participants must wear **name badges** in all occasions except sports activities. **Cell phone** uses and carries are strictly prohibited in the class.

24. Dress Code

Male participants

Formal Sessions: All participants must wear formal dresses in all academic sessions and formal occasions. Male participants will wear tie and full-sleeved shirts with or without

suit. It is advisable that male participants wear suits during mess nights, guest nights and at official dinner. Participants may wear sherwani/prince coat for religious ground.

PT and game Session: All participants must wear white-colored English/tennis half pant/ tracksuit, white-colored T-shirt and white-colored keds with white-colored socks.

Female participants

Formal Sessions: Although salwar-kamiz is allowed, female participants are encouraged to wear sari in all academic sessions. However, they must wear sari in official functions and other formal activities.

PT and game Sessions: All female participants must wear white-colored three-pieces/tracksuit, white scarves and white-colored keds with white-colored socks.

25. Table Manners

Government officials attend banquettes with guests from home and abroad. Besides, they have to arrange formal dinners on various occasions. Thus, to acquaint the participants with table manners and to enable them to practice it, several dinners with formal etiquette are arranged. The participants are expected to attend these dinners in formal dress.

26. Accommodation and Food

The Course is residential. The participants will have to stay in the room allocated to them at BPATC dormitory. Leaving the Centre without permission is treated as misconduct. Meals are arranged through Mess Committee formed by the participants. The participants will take their breakfast, lunch, evening tea and dinner in scheduled time at the specific dining place of the Centre. The Mess Committee is responsible for maintaining the overall quality of meals.

Please note that discipline, dress codes, table manners and other dining norms will be observed and evaluated.

27. Library facility

The Library of BPATC is modern and well equipped with various books, journals and audio-visual aids. In its possession there are almost 1, 12,000 books for circulation to the readers. Participants will have ready access to the reading facilities. Photocopy facilities are also available on payment. Library remains open from 8:00 a.m. to 10:00 p.m. Sunday to Thursday, from 4:00 p.m. to 6 p.m. on Friday and from 4:00 p.m. to 10 p.m on Saturday. The participants are encouraged to use the library facilities at the maximum effort.

28. Medical Facilities

The centre, which is run by three qualified doctors, maintains a small clinic with limited medical facilities. Participants are given free medical consultation, prescriptions and limited

medical care. The participants are entitled to have medical prescription free of charge and some common medicines that are available at the clinic, especially on emergency basis. However, the medical facilities can only meet the primary needs or minor cuts and injuries. The clinic provides ambulance services on payment in case of serious illness.

29. Recreation

Since Foundation Course is very intensive, there is very limited scope for recreation. However, there are some television sets in the dormitories with cable connection. Facilities for playing Table Tennis, Carom, Chess, and Billiard etc. are available in the dormitories and indoor games hall as well. Participants arrange cultural programmes and mess nights every month. They are also taken to visit different places of interest.

30. Prayer facility

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

31. Smoking or Taking Drugs to Alcohol Prohibition

Smoking and taking drugs and alcohol in BPATC is prohibited and as such, participants are advised to refrain from such abusive manner during their stay in the Centre. Disciplinary actions may be taken for violation of such norms.

32. Any Question or Query?

This Course Guidelines give an outline of the various aspects of the Foundation Training Course. If, since there are any queries, participants may contact the Coordinators and Course Director personally. Daily schedule of activities, list of faculty speakers, list of participants, reading list are shown in Annex. In case of any emergency, participants may contact with Course Director or Course Coordinators through their office and residence telephone numbers which are attached as **Annex.**

Module-01 : Behavioral Governance

Total Marks : 35

Evaluation Method : Written Examination-35

Module Director : Md. Nazmul Islam Sarker

Module Objectives : The participants will be able to-

- Understand the human and office behaviour in work place; and
- Apply basic office procedures appropriately.

Topic Code	Session Hour	Topic	Facilitator	Training Method
01.01	02	Know Thyself: Understanding self to achieve improvement goals	Faculty/GS	L&E
01.02	01	Changing Attitude and Mindset for better service delivery	Faculty/GS	L&D
01.03	01	Art of Civility	Faculty/GS	L&D
01.04	01	Art of Communication	Faculty/GS	L,GD
01.05	01	Problem Solving and Decision Making Process	Faculty/GS	L&E
01.06	01	Public Service Values	Faculty/GS	L&D

Module-02 : Bangladesh Studies

Total Marks : 25

Evaluation Method : Group Report-25

Module Director : Mohammad Sohrab Hoshen

Module Objectives : The participants will be able to-

- Analyze social, political, scientific and cultural aspects of Bangladesh.

Topic Code	Session Hour	Topic	Facilitator	Training Method
2.01	01	Historical Background of Bangladesh	Faculty/GS	L&D
2.02	01	Liberation War of Bangladesh: Background and Spirit	Faculty/GS	L&D
2.03	01	Natural Resources of Bangladesh	Faculty/GS	L&D
2.04	01	Social Structure and Cultural Heritage of Bangladesh	Faculty/GS	L&D

Module-03 : Constitution and other Legal Provisions relating to Public Service

Delivery

Total Marks : 25

Evaluation Method : Written Examination-25

Module Director : Rabiul Alam Lokman

Module Objectives : The participants will be able to -

- Recognize the functions of the executive, legislature judicial organs of the government and
- Adhere to the basic rules and procedures appropriately.

Topic Code	Session Hour	Topic	Facilitator	Training Method
3.01	01	Salient Features of Bangladesh Constitution and Fundamental Rights	Faculty/GS	L&D
3.02	01	Different Organs of the State (Executive, Legislature & Judiciary)	Faculty/GS	L&D
3.03	01	Constitutional Body of the Nation (EC, PSC, C&G etc.)	Faculty/GS	L&D
3.04	01	Rights and Obligations of Public Servants and Constitutional Provisions	Faculty/GS	L&D
3.05	02	Local Government of Bangladesh	Faculty/GS	L&D

Module-04 : Project & Procurement Management

Total Marks : 50

Evaluation Method : IR-25, GE-25

Module Director : Kazi Hasan Imam

Objectives : The participants will be able to –

- To make the trainees understand the different stages of project cycle;
- Enable them to use different tools of project management;
- To make the trainees understand the procurement act, rules and procedures;
- To make the trainees understand the electronic government procurement.

Topic code	Session Hour	Topic	Facilitator	Training Method
4.01	1	Overview of Project Planning Process in Bangladesh	Faculty/GS	L&D
4.02	1	Introduction to Project Cycle Management	Faculty/GS	D&E
4.03	2	Log Frame and Results Based Management (RBM)	Faculty/GS	D&E
4.04	1	Project Monitoring and Evaluation	Faculty/GS	D&E
4.05	2	Overview of PPA 2006 and PPR 2008	Faculty/GS	L&D
4.06	2	Procurement Methods of Goods, Works and Services	Faculty/GS	L&E
4.07	2	Electronic Government Procurement (E-GP)	Faculty/GS	L&E

Module-05 : Strategic Management and Leadership

Total Marks : 25

Evaluation Method : Group Assignment-25

Module Director : Md. Sharif Hasan

Objectives : The participants will be able to -

- Identify the behavioral strengths and weakness; and
- Promote interpersonal relations in administration.

Topic Code	Session Hour	Topic	Facilitator	Training Method
5.01	02	Leadership and Personality Development, Group Dynamics and Team Building	Faculty/GS	L&E
5.02	02	Strategic Management: SWOT Analysis, Crafting Strategies, Setting SMART Objectives, 5 Force Model	Faculty/GS	L&P
5.03	01	Total Quality Management (TQM)	Faculty/GS	L, GD

Module -06 : Public Sector Management

Total Marks : 50

**Evaluation Method : a) Written Examination-25
b) Group Report-25**

Module Director : Mallick Sayeed Mahbub

Objectives : The participants will be able to –

- Understand present condition of local government and HRM.

Topic Code	Session Hour	Topic	Facilitator	Training Method
6.01	02	Development Administration: Concepts, Issues and Expectations	Faculty/GS	L&D
6.02	02	Good Governance and Citizen Charter	Faculty/GS	L&E
6.03	02	HRM & HRD Practices in Public Sector Organization in Bangladesh	Faculty/GS	L&E
6.04	02	Public Policy: Policy Process and Decision Making	Faculty/GS	L&E
6.05	01	Performance Management, APA and ACR Writing	Faculty/GS	L&E
6.06	01	Handling Middle Man and Pressure Group	GS	L&D

Module-07 : Administrative and Organizational Management

Total Marks : 65

**Evaluation Method : a) Written Examination-40
b) Group Assignment-25**

Module Director : K. M. Abdul Kader

Objective : The participants will be able to –

- Discharge the duties assign to them to achieve organizational goals.

Topic Code	Session Hour	Topic	Facilitator	Training Method
7.01	02	Secretariat Instructions 2014	Faculty/GS	L&D
7.02	01	The Government Servants (Conduct) Rules, 1979	Faculty/GS	L&GD
7.03	02	The Government Servants (Discipline and Appeal) Rules, 2018	Faculty/GS	L,GD&E
7.04	02	The Government Servants (Special Provisions)	Faculty/GS	L&GD

		Ordinance, 1979; The Public Servants (Dismissal on Convictions) Ordinance, 1985; and The Public Employees Discipline (Punctual Attendance) Ordinance, 1982		
7.05	01	Rules related to Leave	Faculty/GS	L&E
7.06	02	Seniority Rules and Pension	Faculty/GS	L&E
7.07	01	Writing Notes and Preparation of Drafts	Faculty/GS	L&E
7.08	01	Conducting Meeting, Writing Working Paper and Minutes	Faculty/GS	L&E
7.09	01	Forms of Written Communications (MoU/ DO Letter/ UO Note/ Government Letter etc.)	Faculty/GS	L&E
7.10	01	Office Inspection	Faculty/GS	L&D
7.11	01	Equipment, Store & Stationary Management in Organization	Faculty/GS	L&P

Module -08 : Achieving Sustainable Development Goals-1

Total Marks : 50

Evaluation Method : Group Exercise-50

Module Director : Mohammad Rezaul Karim PhD

Objectives : The participants will be able to –

- Explain the factors influencing the development and economic policies of Bangladesh.

Topic Code	Session Hour	Topic	Facilitator	Training Method
8.01	02	Socio Economic Indicators of Bangladesh	Faculty/ GS	L&D
8.02	02	Aligning SDGs with 7 th Five Year Plan and Vision 2021	Faculty/ GS	L&D
8.03	01	Disaster Management & SDGs	Faculty/ GS	L&D
8.04	01	Goal 01: No Poverty	Faculty/ GS	L&D
8.05	01	Goal 02: Zero Hunger	Faculty/ GS	L&D
8.06	01	Goal 03: Good Health & Well-being	Faculty/ GS	L&D
8.07	01	Goal 04: Quality Education	Faculty/ GS	L&D
8.08	01	Goal 05: Gender Equality	Faculty/ GS	L&D
8.09	01	Goal 6: Clean Water and Sanitation	Faculty/ GS	L&D

Module- 09 : Achieving Sustainable Development Goals-2
Total Marks : 50
Evaluation Method : Group Exercise-50
Module Director : Dr. Md. Mizanur Rahman

Objectives : The participants will be able to -

- Prevent environmental degradation and negative impact of environmental change by taking appropriate R&D initiative and pave the way of furthering it by innovation and research.

Topic Code	Session Hour	Topic	Facilitator	Training Method
09.01	01	Sustainable Development: Concept and Issues in context of Bangladesh	Faculty/GS	L&D
09.02	01	Environmental Policies and Laws in Bangladesh	Faculty/GS	L&D
09.03	01	Goal 8: Decent Work & Economic Growth	Faculty/GS	L&D
09.04	01	Goal 9: Industry, Innovation & Infrastructure	Faculty/GS	L&D
09.05	01	Goal 10: Reduced Inequality	Faculty/GS	L&D
09.06	01	Goal 11: Sustainable Cities (Urban Management) and Communities	Faculty/GS	L&D
09.07	01	Goal 12: Responsible Consumption and Production	Faculty/GS	L&D
09.08	01	Goal 13: Climate Action (Climate Change and Disaster Risk Reduction)	Faculty/GS	L&D
09.09	01	Goal 14: Life below Water	Faculty/GS	L&D
09.10	01	Goal 15: Life on Land	Faculty/GS	L&D
09.11	02	Goal 16: Peace, Justice and Strong Institutions Goal 17: Partnership to Achieve the Goal	Faculty/GS	L&D
09.12	01	Renewable Energy and Environmental Protection	Faculty/GS	L&D

Module -10 : ICT & E-Governance
Total Marks : 50
Evaluation Method : Practical Exam-50
Module Director : Mohammad Masum Rahman

Objectives : The participants will be able to –

- Develop their skill in operating computer for professional duties and responsibilities.

Topic Code	Session Hour	Topic	Facilitator	Training Method
10.01	02	Information Literacy for Better Public Service Delivery	Faculty/GS	L&D
10.02	02	Innovation in Service Delivery and Service Process Simplification	Faculty/GS	L&E
10.03	02	Essential ICT Skills: Power Point, Excel etc	Faculty/GS	L&P
10.04	02	E-Governance Conceptual Overview, Building Blocks/Critical Success Factors	Faculty/GS	L&D
10.05	02	E-Nothi	Faculty/GS	L&E
10.06	01	National Web Portal & Union Digital Centre	Faculty/GS	L&E

Module-11 : Financial Management
Total Marks : 50
Evaluation Method : a) Individual Exercise-25
b) Group Exercise-25
Module Director : Md. Masud Ahmed

Objectives : The participants will be able to -

- Understand, analyze and explain constitutional and legal aspects of financial management system of Bangladesh; and
- Enable participants to apply standard financial management practice in their day to day financial activity.

Topic Code	Session Hour	Topic	Facilitator	Training Method
11.01	02	Budgetary System of Bangladesh	Faculty/GS	L&E
11.02	01	Government Accounting: Concepts and Principles	Faculty/GS	L&E
11.03	01	Duties and Responsibilities of Drawing and	Faculty/GS	L&D

		Disbursing Officer		
11.04	01	General Financial Rules	Faculty/GS	L&P
11.05	02	Audit Objections and its Disposal	GS	L&E
11.06	01	Delegation of Power: Financial and Administrative	Faculty/GS	L&D
11.07	01	Financial Rules & Regulations: BSR Part 1& 2	Faculty/GS	L, GD
11.08	01	National Pay Scale – 2015	Faculty/GS	L&D
11.09	01	Perspective Plan	Faculty/GS	L&D
11.10	01	New Economic Codes	Faculty/GS	L, GD

Module -12 : Book Review

Total Marks : 50

**Evaluation Method : a) Report-30
b) Presentation-20**

Module Director : Md. Moin Uddin

Objectives : The participants will be able to –

- Develop the skills of critically reviewing and analyzing Research books and scientific journals;
- Use of audio-visual aids in presentation; and
- Develop competency in presenting issues before audience

Topic Code	Session Hour	Topic	Facilitator	Training Method
12.01	01	Guidelines for Writing Book Review	Faculty/GS	L&D
12.02	07	Presentation	Faculty	P

Module -13 : Field Attachment and Report Writing

Total Mark : 25

Evaluation Method : Group Report-25

Module Directors : Razib Mia

Objectives : The participants will be able to –

- Develop their analytical capability for problem solving, draw possible solution and they will be aware of different projects relevant to their profession and their implementation mechanism.

Topic Code	Session Hour	Topic	Facilitator	Training Method
13.01	01	Briefing on Field Attachment Report	Faculty	Briefing
-	-	Visit: to LGED's Projects for Problem Assessment/Identification and Solution	Faculty	Study Visit
13.02	02	Presentation on Field Study Report	Faculty	Presentatio n

Module-14 : English Language Skill Development

Total number : 50

Evaluation Method : Class Test-50

Module Director : A.F.M. Amir Hussain

Objectives : The participants will be able to –

- Identify and rectify the common mistakes in everyday use of English and improve the basic knowledge in English language; and
- Have knowledge on IELTS exam and prepare them for achieving scholarship in higher education.

Topic Code	Session Hour	Topic	Facilitator	Training Method
14.01	08	Listening Skill	Faculty/GS	L&E
		Speaking Skill	Faculty/GS	L&E
		Reading Skill: Reading techniques	Faculty/GS	L&E
		Writing skill: Descriptive writing, argumentative writing	Faculty/GS	L&E
14.02	03	Extempore Speech	Faculty/GS	Presentation
14.05	01	Vocabulary: Administrative and Common office Use	Faculty/GS	L&E

Module-15 : Physical Conditioning and Games
Total number : 100
Evaluation Method : Individual Assessment-80; WE-20
Module Director : Dr. Md. Arafe Zawad

Objectives : The participants will be able to –

- Realize the importance of physical activities and games and keep one fit by ideal exercise.

Topic Code	Session Hour	Topic	Facilitator	Training Method
15.01	1	Effects of Sedentary Lifestyle and Management	Faculty/GS	L&D
15.02	1	Effects of Exercise on Different Organs	Faculty/GS	L&D
15.03	1	Managing Wellness	Faculty/GS	L&D
15.04	-	Practical: Physical Conditioning (Morning); Walking, Jogging, Freehand Exercises, Ground Exercise, Stretching, Yoga.	Faculty	Exercise
		Games (Evening): According to the Participants’ Interest (Volleyball, Tennis, Badminton & other activities)		

Module -16 : Research and Development Management
Total Marks : 60
Evaluation Method : a) Written Examination-30
b) Individual Assignment-30
Module Director : Mostak Ahmed

Objectives : The participants will be able to –

- Understand research methodology, prepare research papers and focus on output as well as outcomes of R&D projects.

Topic Code	Session Hour	Topic	Facilitator	Training Method
16.01	02	Introduction of Research, developing Research Question, Introduction of Data and Variable	Faculty/GS	L&D
16.02	01	Sampling Techniques and Methods of Data Collection	Faculty/GS	L&E
16.03	02	Data Analysis and Tabulation	Faculty/GS	L&E

16.04	01	Writing Research Proposal	Faculty/GS	L&E
16.05	01	Writing Research Report	Faculty/GS	L&E

Module-17 : Essential Issues for LGED's Officials
Total number : 60
Evaluation Method : Group Assignment-20; Written Examination-40
Module Director : Course Director

Objectives : The participants will be able to -

- Identify and analyze significant issues of LGED's function and
- Explore opportunities to apply basic learning to practical life.

Topic Code	Session Hour	Topic	Facilitator	Training Method
17.01	01	Vision, Mission and Functions of LGED & aligning the Workforce with Vision and Mission	GS	L&D
17.02	01	স্থানীয় সরকার প্রকৌশল অধিদপ্তর (কর্মচারী ও কর্মকর্তা) ২০০৯, বিধিমালা নিয়োগ	Faculty/GS	L&D
17.03	01	Responsibility & duty of LGED as per Rules of Business	Faculty/GS	L&D
17.04	01	History & Organizational structure/ organogram of LGED	Faculty/GS	L&D
17.05	01	Rules related to Recruitment through Outsourcing	Faculty/GS	L&D
17.06	01	Report Writing: Investigation, Inspection	Faculty/GS	L&D
17.07	01	General Diary; FIR	Faculty/GS	L&E
17.08	01	Safeguard measures for protecting govt. property	Faculty/GS	L&D
17.09	01	Rules & Acts related to Land Management	Faculty/GS	L&D
17.10	01	জলমহল ব্যবস্থাপনা বিষয়ক আইন ও নীতিমালা	Faculty/GS	L&D
17.11	01	বাজার ব্যবস্থাপনা সংক্রান্ত স্থানীয় সরকার বিভাগের নির্দেশনা	Faculty/GS	L&D
17.12	01	রাজস্ব খাতে সাধারণ নিয়োগ জনপ্রশাসন মন্ত্রণালয় নীতি ও পদ্ধতি	Faculty/GS	L&D
17.13	01	পরিকল্পনা বিভাগ কর্তৃক জারীকৃত সরকারী খাতে উন্নয়ন প্রকল্প প্রণয়ন অনুমোদন, প্রক্রিয়াকরণ, ও সংশোধন পদ্ধতি	Faculty/GS	L&D

Module-18 : Contemporary Issues
Total number : 25
Evaluation Method : Group Assignment-25
Module Director : Course Director

Objectives : The participants will be able to -

- Identify and analyze issues of national importance; and
- Explore opportunities to apply new learning to practical life.

Topic Code	Session Hour	Topic	Facilitator	Training Method
16.01	02	Corporate Social Responsibility in Bangladesh	Faculty/GS	L&D
16.02	02	Blue Economy: Sustainable Use of Marine Resource	Faculty/GS	L&D
16.03	02	Demographic Transformation and Land	Faculty/GS	L&D
16.04	01	Smoking and Health Hazard	Faculty/GS	L&D
16.05	01	Sound and Noise Pollution	Faculty/GS	L&D
16.06	02	National Integrity Strategy (NIS)	Faculty/GS	L&D
16.07	02	Income Tax Rules and Exercise on Assessment of Income Tax	Faculty/GS	L&E
16.08	01	Gender and Development	Faculty/GS	L&D
16.09	01	Woman and Child Rights, Rights of People with Disability	Faculty/GS	L&D
16.10	01	Right to Information Act, 2009	Faculty/GS	L&D
16.11	02	Combating against Corruption	Faculty/GS	L&D
16.12	01	Grievance Redress System	Faculty/GS	L&D
16.13	01	Rohingya Issues in Bangladesh	Faculty/ GS	L&D
16.14	01	বন ও পরিবেশ আইন	Faculty/ GS	L&D

Module 01: Behavioral Governance

1. An Independent Review of National Integrity Strategy (NIS), 2013. Government of the People's Republic of Bangladesh Cabinet Division.
2. Framework of National Integrity Strategy: An Inclusive Approach to Fight Corruption 2008, Government of the People's Republic of Bangladesh

Module 02: Bangladesh Studies

1. রহমান, শেখ মুজিবুর, ২০১২, *অসমাপ্ত আত্মজীবনী*, ঢাকা, ইউনিভার্সিটি প্রেস লিমিটেড, |
2. রহমান, শেখ মুজিবুর, ২০১৭, *কারাগারের রোজনামচা*, ঢাকা, ইউনিভার্সিটি প্রেস লিমিটেড |
3. হাসিনা, শেখ, ২০১৫, *শেখ মুজিব আমার পিতা*, ঢাকা, আগামী প্রকাশনী |
4. রহমান, মিশ্র মুজিবুর, ২০১৫, *জাতির জনক*, ঢাকা, গ্লোবাল পাবলিশার্স |
5. মাহমুদ, ড. আনু, ২০১৫, *রাষ্ট্রনায়ক শেখ হাসিনা*, ঢাকা, তান্নালিপি |
6. রহমান, ড. মিজান, ২০১৭, *বঙ্গবন্ধু*, ঢাকা, ভাষাপ্রকাশ |
7. আলম, মো. ইসরাফিল (সম্পাদিত), ২০১৫, *পিতা*, ঢাকা, ইত্যাদি গ্রন্থ প্রকাশ |
8. সব্যসাচী, মিলন (সম্পাদিত), ২০১৭, *বঙ্গবন্ধুর অসাধারণ কীর্তি*, ঢাকা, জনপ্রিয় প্রকাশনী |
9. পাটোয়ারী, ড. মমতাজউদ্দীন এবং ইসলাম, জিএম তরিকুল (সম্পাদিত), ২০০৯, *বঙ্গবন্ধু শেখ মুজিবুর রহমান বহুমাত্রিক মূল্যায়ন*, ঢাকা, অনিন্দ্য প্রকাশ |
10. মাহমুদ, আনু, ২০১৬, *জাতিরাজের জনক বঙ্গবন্ধু*, ঢাকা, দি স্কাই পাবলিশার্স |
11. মাহমুদ, আনু, ২০১৪, *বঙ্গবন্ধু জীবনলেখ্য*, ঢাকা, এশিয়া পাবলিকেশন্স |
12. মামুন, মুনতাসী, ২০১৩, *বঙ্গবন্ধু কিভাবে স্বাধীনতা এনেছিলেন*, ঢাকা, মাওলা ব্রাদার্স |
13. ইসলাম, মেজর রফিকুল পিএসসি, ১৯৯৬, *শেখ মুজিব ও স্বাধীনতা সংগ্রাম*, ঢাকা, এঞ্জেল প্রেস এন্ড পাবলিকেশন্স |
14. হাম্মান, রফিকুলজামা, ২০১২, *বঙ্গবন্ধুর জীবন ও কর্ম*, ঢাকা, আহমেদ প্রেস এন্ড পাবলিকেশন্স |
15. জাহাঙ্গীর, ড. মো: শওকত এবং গোস্বামী, ড. অরুণ কুমার (সম্পাদিত), ২০১৬, *একটি পতাকা একটি মানচিত্র একটি নাম বঙ্গবন্ধু*, ঢাকা, সৃজনী |
16. খান, সামসুল আলম এবং মনির, খায়রুল আলম, ২০১৪, *আমাদের জাতির জনক বঙ্গবন্ধু*, ঢাকা, তৃণলতা প্রকাশ |
17. জাহাঙ্গীর, টি এইচ এম (সম্পাদিত), ২০১৭, *দেশরত্ন শেখ হাসিনা*, ঢাকা, বাংলা টাইমস প্রকাশনী |
18. রায়, ভবেশ, ২০১১, *বঙ্গবন্ধুর জীবনকথা*, ঢাকা, অনুপম প্রকাশনী |
19. সাদী, শে ২০১৫, *বঙ্গবন্ধুর পূর্ণ জীবন*, ঢাকা, সুবর্ণ প্রিন্টার্স |
20. তালুকদার, আবদুল ওয়াহেদ (সম্পাদিত), ১৯৯৬, *বঙ্গবন্ধুর স্মৃতিকথা*, ঢাকা, এঞ্জেল প্রেস এন্ড পাবলিকেশন্স |
21. মুহিত, আবুল মাল আবদুল, ১৯৯৬, *স্মৃতি অম্লান ১৯৭১*, ঢাকা, আগামী প্রকাশন |
22. মুহিত, আবুল মাল আবদুল, ২০১৭, *মুক্তিযুদ্ধের রচনাসমগ্র*, ঢাকা, মাওলা ব্রাদার্স |
23. Rahman, Sheikh Mujibur, 2016, *The Unfinished Memoirs*, Dhaka, The University Press Limited.
24. Hasina, Sheikh, Vol. 1, 2011, *The Quest For Vision 2021*, Dhaka, Mowla Brothers.

25. Hasina, Sheikh, Vol. 2, 2014, *The Quest For Vision 2021*, Dhaka, Mowla Brothers.
26. Islam, Sirajul [Ed.], 3 Vols, 1992, *History of Bangladesh*, Dhaka, Asiatic Society of Bangladesh.
27. Roy, Nihar Ranjan, *History of Bangladesh*.
28. Sarker, J.N., 1972, Vol. II, *History of Bengal: Muslim Period*, Dhaka University Press, 1972.
29. Majumder, R.C., Vol. I, 1976, *History of Bengal: Hindu Period*, Dhaka, Dhaka University Press.
30. রহমান, হাসান হাফিজুর (সম্পাদিত), ২০১১, *বাংলাদেশের স্বাধীনতা যুদ্ধ দলিলপত্র (১৫ খন্ড)*, হাক্কানী ঢাকা, পাবলিশার্স।
31. ইমাম, এইচ.টি., ২০১২, *বাংলাদেশ সরকার ১৯৭১*, ঢাকা, আগামী প্রকাশনী।
32. ইসলাম, সিরাজুল (সম্পাদিত), ১৯৯৩, *বাংলাদেশের ইতিহাস ১৭০৪ - ১৯৭১*, ঢাকা, এশিয়াটিক সোসাইটি অব বাংলাদেশ।
33. রশিদ, হারুন-আর, *বাঙালির মুক্তি সংগ্রাম ও জাতির জনক বঙ্গবন্ধু*, ঢাকা, ঢাকা বিশ্ববিদ্যালয়।
34. রিমি, সিমিন হোসেন (সম্পাদিত), (১ ও ২ খন্ড), *তাজউদ্দীন আহমদের ডায়েরী*, ঢাকা।
35. হক, ওবায়দুল, *Bangabandhu Sheikh Muzib: A Leader with a difference*, Radical Asia Publications.
36. Ghosh, Shyamali, *The Awami League*, (বাংলা সংস্করণ) Academic Publications, ঢাকা, ইউপিএল।
37. হক, আবদুল, *লেখকের রোজনামচায় চার দশকের রাজনীতি - পরিক্রমা ১৯৫৩-৯৩*, ঢাকা, ইউপিএল।
38. আহমদ, সালাহউদ্দীন ও অন্যান্য (সম্পাদিত), *বাংলাদেশের মুক্তি সংগ্রামের ইতিহাস ১৯৪৭-১৯৭১*, ঢাকা, আগামী প্রকাশনী।
39. মিয়া, এম.এ. ওয়াজেদ, *বঙ্গবন্ধু শেখ মুজিবকে ঘিরে কিছু ঘটনা ও বাংলাদেশ*, ঢাকা, ইউপিএল।
40. হোসেন, কামাল, *স্বয়ত্বশাসন থেকে স্বাধীনতা ১৯৬৬-১৯৭১*, ঢাকা, অক্ষর প্রকাশনী।
41. Kumar, Sheendhra and et.al. *Bangladesh Documents (Vol. 1 & 2)*, BNK press, Madras.
42. সরকার, মোনায়েম (সম্পাদিত) *বাঙালীর কণ্ঠ*, ঢাকা, আগামী প্রকাশনী।
43. হান্নান, ড. মোঃ, *বাংলাদেশের মুক্তিযুদ্ধের ইতিহাস*, ঢাকা, হাক্কানী পাবলিশার্স।
44. ম্যাসকারেনহাস, এছনী, ২০১৪, *দ্য রেপ অব বাংলাদেশ*, ঢাকা, হাক্কানী পাবলিশার্স।
45. ওসমান, শওকত, *উত্তরপর্ব মুজিবনগর*, ঢাকা, সময় প্রকাশন।
46. মামুন, ড. মুনতাসীর (সম্পাদিত), ২০১৩, *মুক্তিযুদ্ধ কোষ (১-১২ খন্ড)*, ঢাকা, সময় প্রকাশন।
47. ফজল, আবুল, ২০১৩, *দুর্দিনের দিনলিপি*, ঢাকা, সময় প্রকাশন।
48. মামুন, মুনতাসীর (সম্পাদিত), ১৯৯৯, *পরাজিত পাকিস্তানী জেনারেলদের দৃষ্টিতে মুক্তিযুদ্ধ*, ঢাকা, সময় প্রকাশ।
49. খান, মিজানুর রহমান, ১৯৭১: *আমেরিকার গোপন দলিল*, ঢাকা, সময় প্রকাশন।
50. ম্যাসকারেনহাস, এছনী, ১৯৮৬, *বাংলাদেশের রক্তের ঋণ*, ঢাকা, হাক্কানী পাবলিশার্স।
51. আহমদ, আমানুল্লাহ, *মুক্তিযুদ্ধের নয় মাস: অবরুদ্ধ রাজ-বিশ্ববিদ্যালয়*, ঢাকা, হাক্কানী পাবলিশার্স।
52. ইসলাম, রফিকুল বীর উত্তম, *লক্ষ প্রাণের বিনিময়ে*, ঢাকা, অনন্যা।
53. আলম, মাহবুব-উল, *বাঙালির মুক্তিযুদ্ধের ইতিবৃত্ত*, ঢাকা, অনুপম প্রকাশনী।
54. মতিন, আবদুল, *স্বাধীনতা সংগ্রামে প্রবাসী বাঙালি*, ঢাকা, অনন্যা।
55. Salim, Ahmad, *Blood Beaten Track by*, ঢাকা, ঐতিহ্য।
56. Chowdhury, Dr. M.A. Mannan & Mannan, Sharifa, *International Document of Great Liberation War in Bangladesh (Vol. 1,2&3)* ঢাকা, জাতীয় গ্রন্থ প্রকাশন।

57. আরেফিন, এ. এস. এম. সামছুল, মুক্তিযুদ্ধের প্রেক্ষাপটে ব্যক্তির অবস্থান, ঢাকা, ইউপিএল।
58. জ্যাকব, লে.জে. জেএফআর., সারেন্ডার অ্যাট ঢাকা: একটি জাতির জন্ম, ঢাকা, ইউপিএল।
59. চৌধুরী, আফসান, বাংলাদেশ ১৯৭১ (১-৪ খন্ড), ঢাকা, মাওলা ব্রাদার্স।
60. কবির, শাহরিয়ার (সম্পাদিত), সেক্টর কমান্ডাররা বলছেন মুক্তিযুদ্ধের স্বর্ণীয় ঘটনা, ঢাকা, মাওলা ব্রাদার্স।
61. রহমান, আতিউর, মুক্তিযুদ্ধ জনযুদ্ধ: আর্থ সামাজিক পরিপ্রেক্ষিত, ঢাকা, সাহিত্য প্রকাশ।
62. রহমান, আতিউর, বাংলাদেশের মুক্তি সংগ্রাম ও আওয়ামী লীগ: প্রাসঙ্গিক দলিল, ঢাকা, সাহিত্য প্রকাশ।
63. হাসান, ডা. এম.এ., পাকিস্তানী যুদ্ধাপরাধী ১৯১ জন, ঢাকা, সময় প্রকাশন।
64. আজাদ, কুতুব ও মমতাজ, শাহেদ (সম্পাদিত), ২০০৮, বাংলাদেশের মুক্তিযুদ্ধ, পত্রিকা পঞ্জী, ঢাকা, বাংলা একাডেমী।
65. বড়ুয়া, প্রণব কুমার, মুক্তিযুদ্ধে বাঙালী বৌদ্ধ সম্প্রদায়, ঢাকা, বাংলা একাডেমী।
66. ফায়েকুজ্জামান, ড. মু., মুজিবনগর সরকার ও বাংলাদেশের মুক্তিযুদ্ধ, ঢাকা, অনার্য।
67. রায়, অজয়, ১৯৯৭, আদি বাঙালি: নৃতাত্ত্বিক ও সমাজতাত্ত্বিক বিশ্লেষণ, ঢাকা, বাংলা একাডেমী।
68. সুর, ড. অতুল, ১৯৯৪, বাঙালি ও বাঙালির বিবর্তন, কলিকাতা, সাহিত্যলোক।
69. রহমান, মুহাম্মদ হাবিবুর, ২০০৮, গঙ্গাঋদ্ধি থেকে বাংলাদেশ, ঢাকা, বাংলা একাডেমী।
70. মজুমদার, সুপ্তিকণা, ২০১০, বাংলাদেশের প্রাচীন সমাজ, ঢাকা, বাংলা একাডেমী।
71. ঘোষ, বিণয়, ২০০৩, বাংলার সামাজিক ইতিহাসের গতিধারা, ঢাকা, বুক ক্লাব।
72. Salik, Diddiq, 1997, *Witness to Surrender*, Dhaka, The University Press Limited.

Module 03: Constitution and Other Legal Provision Related to Public Service Delivery

1. The Constitution of the People's Republic of Bangladesh.
2. Constitution, Constitutional Laws and Politics: Bangladesh Perspective; Md. Abdul Halim
3. Bangladesh: Constitution Quest for Autonomy; Ahmed, Moudud (Dhaka UPL, 1978)
4. Constitutional law of Bangladesh; Mahmudul Islam (Dhaka: Bangladesh Institute of law and International Affairs, 1995)
5. Bangladesh Constitution: Trends and Issues; Justice Mustafa Kamal ,(Dhaka: Dhaka University, 1994)
6. Black, J. Stewart, Porter, W. Lyman., 2000. *Management*, Prentice Hall, NY.
7. Byars, R. 1995. *Management*, 7th Edition, IRWIN, London.
8. Flippo, Ediwin B., 2002. *Personnel management*, McGraw-Hill, NY.
9. GoB., 1923. *Office Secrecy Act*, Dhaka.
10. GoB. 1943. *The Bengal Records Manual*, Dhaka.
11. GoB. 1972. Bangladesh Service Rules-Part 1, Dhaka, Bangladesh.
12. GoB. 1972. *The Constitution of the Peoples Republic of Bangladesh*, Dhaka, Bangladesh.
13. GoB. 1980. *Fundamental Rules & Subsidiary Rules*, Dhaka.
14. GoB. 1983. *Establishment Manual Vol.-I and II*, Dhaka, Bangladesh.

15. Kreitner, R. 2004. *Management*, , 9th Edition, Boston, NY.
16. Lewis, C. T. et. al. 1990. *Managerial Skills in Organizations*, London.

Module- 4: Project & Procurement Management

1. 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
2. Bryant, Coralie and Louise G. White (1982). : *Managing Development in the Third World*. Westview Press Inc., Boulder, Colorado.
3. Cleland, David I. and King, Willium R. (1985). : *Systems Analysis and Project Management*. McGraw-Hill Book Company, International Student Edition, Humburg New Delhi.
4. Chndha, Skylark (1989). : *Managing Projects in Bangladesh: A Scenario Analysis of Institutional Environment for Development Projects*. University Press Limited, Dhaka.
5. Farid, Shah Mohammad (2002).“*Problems of Project Management in Bangladesh*”.Planning Commission, Ministry of Planning, Government of the People’s Republic of Bangladesh, Dhaka.
6. 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.
7. Imam, KaziHasan. (2005).: *Designing A Comprehensive Framework for Combating Development Project Management Problems in Bangladesh*, BPATC, Savar, Dhaka.

Module- 5: Strategic Management

1. Brams, SJ (1999) *The win-win solution*, UK, WW Norton
2. CDD (1999), *CDD Negotiating Strategies for the Development*, Dhaka, CDD
3. Chase, KP (2004) *Earth Negotiation*, USA, U.N University Press
4. Clements, Benedict *et al.* (2005) *Can Debt Relief Boost Growth in Poor Countries*, *Economic Issues-11*, IMF
5. Evans. Erio (2003) *Mastering Negotiations*, India, Viva Books
6. Fleming, Peter (2003) *Negotiating is a week*, UK, Hodder & Straights
7. Lewthwaite, Julie (2003) *Negotiate to Succeed*, India, Viva Books.
8. Schinasi, GJ (2005) *Preserving Financial Stability*, *Economic Issues- 34*, IMF
9. Slaughter, MJ (1997) *Does Globalization Lower wages and Export Jobs*, *Economic Issues-11*, IMF

Module: 06 Public Sector Management

1. Vishnoo, B., Vidya,B., 1999. *Public Administration*. S.Chand & Company Ltd.

2. Prasad, D. R., Prasad, V. S., Satyanarayana, P., 2005. *Administrative Thinkers*. Sterling Publishers Private Limited.
3. Chakrabarty, B., Chand, P., 2015. *Public Administration in a Globalizing World :Theories and Practices*. SAGE.
4. Sapru, R.K. 1986. *Development Administration*. Deep & Deep Publications.
5. Khanka, S.S., Chand, S., 2014. *Organisational Behaviour*. S.Chand & Company Pvt. Ltd.
6. Sahni, P., Vayunandan, E., 2012. *Administrative Theory*. PHI Learning Private Limited.
7. Armstrong, M., 2009. *Performance Management: Key Strategies and Practical Guidelines*. Kogan Page India Private Limited.

Module 07: Administrative and Organizational Management

1. রশীদুজ্জামান, এ. বি. এম, (১৯৮১). *আধুনিক ব্যবস্থাপনা*, ঢাকা।
2. চৌধুরী, পেয়ার আহমদ, (১৯৮৬). *অফিস ব্যবস্থাপনা এবং দাপ্তরিক কার্যশিক্ষা, ব্যাংকিং পদ্ধতি ও ই নথিকরণ সংরক্ষণ ব্যবস্থাপনা*, ঢাকা।
3. খান, মিসবাহউদ্দিন, (১৯৯১). *অফিস ব্যবস্থাপনা দক্ষতা ও উন্নয়ন*, ঢাকা।
4. আল-ফারুক, এম, এম, (১৯৯৬). *সরকারী অফিস ব্যবস্থাপনা ও রেকর্ড সংরক্ষণ*, ঢাকা।
5. আলাউদ্দিন, এম, (২০০৮). *অফিস ব্যবস্থাপনা*, ঢাকা।
6. Syed, Ahmed, (2008). *Executive Arts*, Dhaka.
7. GoB (2014). *সচিবালয় নির্দেশমালা*, Dhaka

Module 08 & 09: Achieving Sustainable Development Goals

1. Buell (1996). *Sustainable democracy: individuality and the politics of the environment*. (1st ed.) California: Sage Pub.
2. Burgess (1997). *The challenge of sustainable cities: neoliberalism and urban strategies in developing countries*. London: Zed Books.
3. Chapman (1995). *Water and the quest for sustainable development in the Ganges Valley*. London: Mansell Pub.
4. Chaturvedi (1997). *Sustainable energy supply in Asia*. New Delhi: Concept Pub.
5. Clark (1986). *Sustainable development of the biosphere*. Cambridge: C.U.P.
6. Cleveland (1981). *The management of sustainable growth*. New York: Pergamon.
7. Corner (1981). *Quest for a sustainable society*. N.Y: Pergamon Press.

8. David (1988). [*Economics, growth and sustainable environments: essays in memory of Richard Lecomber*](#). (Reprint ed.). London: MacMillan.
9. Farrington (1993). [*Non-governmental organizations and the state in Asia: rethinking role in sustainable agricultural development*](#). New York: Routledge.
10. General Economics Division (2015). *Delta Vision, Goals and Strategies*. Bangladesh: Dhaka.
11. General Economics Division (2015). *Seventh Five Year Plan FY 2016-FY2020: Accelerating Growth, Empowering Citizens*. Bangladesh: Dhaka
12. General Economics Division (2016). *Mapping of Ministries by Targets in the Implementation of SDGs aligning with 7th Five Year Plan (2016-20)*. Bangladesh: Dhaka.
13. General Economics Division (2017). *Data Gap Analysis for Sustainable Development Goals (SDGs) Bangladesh Perspective*. Bangladesh: Dhaka.
14. Gotlieb (1996). [*Development, environment and global dysfunction: toward sustainable recovery*](#). (Reprint ed.). Florida: St. Lucie Press.
15. Hossain (1993). *Sustainable media-term development for Bangladesh*. Dhaka: Centre for Economic Social and Environmental Research.
16. Huq (1991). [*Towards sustainable development: rural development and NGO activities in Bangladesh*](#). Dhaka: IUCH.
17. Iqbal (1991). [*Towards sustainable development industries of Bangladesh*](#). Dhaka: IUCN.
18. Islam (1991). [*Towards sustainable development: energy and mineral resources of Bangladesh*](#). Dhaka: ICUN.
19. Jain (1997). [*Environmental stewardship and sustainable development*](#).: New Delhi: FES.
20. Khalid (1991). [*Towards sustainable development: essays on system analysis of national policy*](#). Lahore: Progressive Pub.
21. Leelamma (1994). [*Empowering women for sustainable development*](#). New Delhi: Ashish.
22. Macdonald (1998). *Agendas for sustainability: environment and development into the twenty first century*. (Reprint ed.). London: Routledge.
23. Marcus (1997). [*Moving ahead with ISO 14000: improving environmental management and advancing sustainable development*](#). New York: John Wiley and Sons.
24. Patel (1995). [*Women and sustainable development: an international dimension*](#). New Delhi: APH.
25. Prime Minister's Office (2017). *SDG Tracker: Bangladesh's Development Mirror*. Bangladesh: Dhaka (URL: www.sdg.gov.bd/)
26. Quddus (1996). [*Environment and sustainable agriculture in rural development: a handbook or a regional training programme*](#). Kotbari : BARD.
27. Rahman (1988). [*Environment and poverty: key linkages for global sustainable development*](#). Dhaka: UPL.

28. Rahman (1991). *[Towards sustainable development Land Resources in Bangladesh](#)*. Dhaka: IUCN.
29. Rashid (1994). *[Environmental and ecological aspects of poverty and implications for sustainable development in Bangladesh](#)*. Dhaka: CIRDAP.
30. Redcliff (1987). *[Sustainable development: exploring the contradictions](#)*. London: Methuen.
31. Richard (1997). *[Energy and environment policies for a sustainable future](#)*. New Delhi: Allied Pub.
32. Sharafuddin (1991). *[Towards sustainable development: environmental awareness and education in Bangladesh](#)*. Dhaka: IUCN, 1991.
33. Sinha (1996). *[Dimensions of global sustainability](#)*. (Reprint ed.). New Delhi: Commonwealth.
34. Sinha (1998). *[International encyclopaedia of sustainable development](#)*. New Delhi: Anmol.
35. Smith (1997). *[Environmental sustainability: practical global implications](#)*. Google Pub.
36. United Nations (2015). *[Sustainable Development Knowledge Platform](#)*. (URL: <https://sustainabledevelopment.un.org/>).
37. United Nations World Commission on Environment and Development (1987). *[Our Common Future](#)*. Oxford: Oxford University Press.
38. Vangilo (1995). *[Empowerment for sustainable development: toward operational strategies](#)*. London: Zed Books.
39. World Bank (1992). *[Sustainable development concepts: an economic analysis](#)*.
40. World Bank (1993). *[Environmental economics and sustainable development](#)*.
41. World Bank (1993). *[Forestry management of for sustainable development](#)*.
42. World Bank (1993). *[Is growth in Bangladesh's rice production sustainable?](#)*
43. World Bank (1995). *[Defining and measuring sustainability: the biogeophysical foundations](#)*.
44. World Bank (1995). *[Toward sustainable management of water resources](#)*.
45. World Bank (1997). *[Advancing sustainable development: the World Bank and Agenda 21](#)*.

Module 10: ICT and e-Governance

1. Imran, A., Gregor, S and Turner, T.,2013, e-Government Management for Developing Countries, NCISR,Canberra:.
2. Tanenbaum, A. S,2010,Computer Networks,Pearson Education, India.
3. Peter Norton (2008) : Introduction to computers, .
4. Silberschatz,A.,Galvin, P. B.& Greg, G.,2012, Operating System Concepts,John Wiley &Sons,US.
5. Murray, K.,2006, First Look 2007 Microsoft Office System, Microsoft Press,Washington.
6. Islam, T., 2006, Computer Trouble Shooting, GyankoshPrakashoni, Dhaka.

7. Bouwman, H et al ,2005, Information & Communication Technology in Organizations, SAGE,London.
8. Snellen, I.Th.M.,Donk,V,D.&W.B.H.J.,2012, Public Administration in the Information Age: Revisited, IOS Press,The Netherlands
9. United Nations E-Government Survey 2014 E-Government for the Future we want.
10. Garson, G.D.,2006, Public Information Technology and E-Governance, North Carolina State University, Releigh, North Carolina.

Module 11: Financial Management

1. Adhikary, L. B. (2013) *Income Tax Manual, Part I & II*. India.
2. Finance Division, M. of F. (2018) *General Financial Rules & Treasury Rules*. Dhaka, Bangladesh. Available at: <http://www.mof.gov.bd/site/page/95a710cc-0871-447a-973e-5fd414561b01/General-Financial--Rules>.
3. আলমমোহাম্মদ শফিউল এবং আলমমোহাম্মদ শাহ ঢাকা .সরকারী চাকরির বিধিমালা (২০১১), বাংলাদেশ.
4. চক্রবর্তীপ্রণব ২০১৫a) চাকরি বিধি, আর্থিক ও নিরীক্ষা বিধিমালাঢাকা ., বাংলাদেশ.
5. চক্রবর্তীপ্রণব ২০১৫b) জেনারেল ফিন্যান্সিয়াল রুলসঢাকা ., বাংলাদেশ.
6. ব্যয় নিয়ন্ত্রণ অনুবিভাগ, অর্থ মন্ত্রণালয় .ঢাকা বাংলাদেশ .আর্থিক ক্ষমতা অর্পণ আদেশ (২০১০)
7. মিয়ামোহাম্মদ হোসেন ঢাকা .বাজেটারী সিস্টেম (১৯৮৭), বাংলাদেশ.
8. মিয়ামোহাম্মদ ফিরোজ রোদ্দুর প্রকাশনী .পেনশন বিধিমালা (২০০৬), ঢাকা বাংলাদেশ.
9. মিয়ামোহাম্মদ ফিরোজ ঢাকা .বাংলাদেশ সার্ভিস রুলস (২০১০), বাংলাদেশরোদ্দুর প্রকাশনী :, ঢাকা বাংলাদেশ.
10. মিয়ামোহাম্মদ ফিরোজ ঢাকা .চাকরির বিধানাবলী (২০১৮), বাংলাদেশরোদ্দুর প্রকাশনী :, ঢাকা বাংলাদেশ.

Module-12: Book Review

1. Muslim, Syed Naquib 1999.*Public Speaking and Writing Seminar Paper, Syndicate Report, Book review; Theory and Practice*. BPATC, Dhaka.
2. Osborn, Michael and Osborn, Suzanne 1999.*Public Speaking*, Houghton Mifflin, Boston.
3. Rahman, Hasibur 2000. Book Review Programme in Advanced Course on Administration and Development (ACAD) and in Foundation Training Course: A case study. BPATC, Dhaka.
4. Siddiqui, Dr. Kamal 1997. ‘Book Review on Local Government in Bangladesh,’ *Bangladesh Journal of Public Administration*.6(1) 1997, 89-92.
5. Turner, Stuart 1991.*Public Speaking in Business, How to Make a Success of Meetings, Speeches, Conferences and all Business Presentation*. McGraw-Hill, London

Module 14: English Language Skill Development

1. Cameron, Penny & Todd, Vanessa, 2004-2005, *The New Prepare for IELTS Academic Modules*, Sydney NSW, Insearch UTS.
2. McCarter, Sam & Ash, Judith, 2003, *IELTS Test Builder*, Macmilan Publishers Limited, Oxford.
3. Cambridge IELTS 2007-2008, Cambridge, Cambridge University Press (All Volumes).
4. Sahanaya, Weady & Hughes, Terri, 2002, *IELTS Preparation and Practice*, Oxford University Press, Oxford.
5. Hawthorn, 2002, *IELTS to Success, Preparation Tips and Practice Tests*, John Willey & Sons Australia Ltd, Sidney.
6. Hornby, A.S., 2006, *Oxford Advanced Learner's Dictionary*, Oxford University Press, Oxford.
7. Baker, A., 1991, *Ship or Sheep?*, Cambridge University Press, Cambridge.
8. Harmer, Jeremy, 2001, *The Practice of English Language Teaching*, 3rd Edition, Longman-Pearson, London.
9. Roach, P. J., 2007, *Phonetics*, Oxford University Press, Oxford.
10. D.Q. McNerny, 2005, *Being Logical, A Guide to Good Thinking* Paperback, John Willey & Sons Australia Ltd, Sidney.
11. Schopenhauer, Arthur & Saunders, T. Bailey (Translator), *The Essays of Arthur Schopenhauer; The Art of Controversy*, Paperback, London.
11. Adhikary, L. B. (2013) *Income Tax Manual, Part I & II*. India.
12. Finance Division, M. of F. (2018) *General Financial Rules & Treasury Rules*. Dhaka, Bangladesh. Available at: <http://www.mof.gov.bd/site/page/95a710cc-0871-447a-973e-5fd414561b01/General-Financial--Rules>.
13. আলমমোহাম্মদ শফিউল এবং আলমমোহাম্মদ শাহ ঢাকা .সরকারী চাকরির বিধিমালা (২০১১), বাংলাদেশ.
14. চক্রবর্তীপ্রণব ২০১৫)a) চাকরি বিধি, আর্থিক ও নিরীক্ষা বিধিমালাঢাকা ., বাংলাদেশ.
15. চক্রবর্তীপ্রণব ২০১৫)b) জেনারেল ফিন্যান্সিয়াল রুলসঢাকা ., বাংলাদেশ.
16. ব্যয় নিয়ন্ত্রণ অনুবিভাগ, অর্থ মন্ত্রণালয় .ঢাকা বাংলাদেশ . আর্থিক ক্ষমতা অর্পণ আদেশ (২০১০)
17. মিয়ামোহাম্মদ হোসেন ঢাকা . বাজেটারী সিস্টেম (১৯৮৭), বাংলাদেশ.
18. মিয়ামোহাম্মদ ফিরোজ রোদ্দুর প্রকাশনী .পেনশন বিধিমালা (২০০৬), ঢাকা বাংলাদেশ.
19. মিয়ামোহাম্মদ ফিরোজ ঢাকা .বাংলাদেশ সার্ভিস রুলস (২০১০), বাংলাদেশরোদ্দুর প্রকাশনী :, ঢাকা বাংলাদেশ.
20. মিয়ামোহাম্মদ ফিরোজ ঢাকা .চাকরির বিধানাবলী (২০১৮), বাংলাদেশরোদ্দুর প্রকাশনী :, ঢাকা বাংলাদেশ.

Module 15: Physical Conditioning and Games

1. Goel, R. G. & Goel, Veena., 1991. *Encyclopaedia of sports and games, 14^{edn}*., Vikas pub., New Delhi. p746, (R-796.03 /GOE).

2. Emery, David. (comp. by)., 1986.*The World sports record atlas*, Facts On File, New York, p192, (R-796.021/EMW).
3. Peek, Hedley & Aflalo, F. G. (eds.), 1997.*The Encyclopaedia of Sports (in 4 vols.)*, Gyan pub., New Delhi, p344, (R-796.03/ENC).
4. Pyke, Frank S (ed)., 1984.*Towards better coaching: the art and science of sports coaching*, Australian Govt. pub., Canberra, p297, (613.7/ PYT)
5. Thakur, Dr. Sunil., 1991.*Keep Fit*, Sribhumi Pub., Calcutta. p98, (613.7/ THK)
6. Slobody, Lawrence B., 1996.*The golden years: a 12-step anti-aging plan for a longer, healthier, and happier life*, Bergin & Garvey, London, p177, (613.70446/SLG)
7. Osmany, S. R (ed.)., 1993.*Nutrition and Poverty*, UPL, Dhaka.p366, (641.1/ NUT)
8. Biswas, Margaret & Pinstrop-Andersen, Per (eds.), 1985.*Nutrition and development*, Oxford University Press, New York, p190, (641.1/BIN)
9. Harrison, Joyce M., 1983.*Instructional strategies for physical education*, Wm. C. Brown co., Iowa, p520, (613.7/HAI)
10. Ritchie, Jean A.S., 1973.*Learning better nutrition: a second study of approaches and techniques*, FAO, Italy, p264, (641.1/RIL)
11. Browsers, Fox., 1981.*The physiological Basis for Exercise and sports*, Wm.c. Brown Publishers Bubaque, Iowa p-620.
12. Singh, Hardyal., 1993.*Sciences of Sports Training*, D.V.S. Publication 100, T.K., Giri Nagar, Kolkaji, New Delhi.
13. Uppal. Dr. A.K., 2001. Principles of Sports Training, *Friends Publication B/-5-6, Mukherjee Tower, Mukherjee Nagar, Delhi-110009, P-161.*
14. IBE/FIFA/IVE/ICC/TIF/IHF., 2017, *Official Rules Book.*

Module 16: Research and Development Management

1. Abedin, M.Z., 1996. *A handbook of research for the fellows of MPhil and PhD programmes.* Book Syndicate.
2. Adams, G. R. and Schvaneveldt, J.D., 1985. *Understanding research methods.* Longman.
3. Aminuzzaman, M.S., 1991. *Introduction to social research.* Bangladesh Publishers.
4. Babbie, E., 2013. *The practice of social research.* Wadsworth.
5. Brenner, M., Brown, J., and Canter, D., 1987. *The research interview: Uses and approaches.* Academic Press.
6. Bynner, J. and Stribley, K.M., 1986. *Social Research: principles and procedures.* Open University Press.

7. Creswell, J.W., 2013. *Qualitative inquire and research design: Choosing among five approaches*. Sage.
8. Creswell, J.W., 2014. *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage.
9. Douglas, J. D. 1976. *Investigative social research*. Sage.
10. Ghosh, B.N., 1985. *Scientific method and social research*. Stosius Inc/Advent Books division.
11. Goode, W.J. and Hatt, P.K., 1981. *Methods in social research*. McGraw-Hill Book Company.
12. Gupta, S., 1993. *Research methodology and statistical techniques*. Deep and Deep Publications.
13. Hannagan, T.J., 1986. *Mastering statistics*. Macmillan.
14. Hobbs, N., 1968. Ethical issues in the social science. In: David S. (ed.) *International encyclopaedia of the social sciences*. The Macmillan Company and the Free Press.
15. Iyengar, T.K.S., Rao, R.M. and Chary, S.L.V., (eds.) 1978., *Techniques of technical report writing*. Allied Publishers Private Limited.
16. Khaleque et al., 1990. *A text book on research methodology in social science*. Hasan Book House.
17. King, N. and Horrocks, C. 2010. **Interviews in Qualitative Research**. Loss Angeles: SAGE Publications Ltd.
18. Mian, M. A., 1984. *An introduction to statistics*. Ideal.
19. Mostafa, M.G., 1981. *Methods of statistics*. Anwari-2
20. Naiman, A., 1977. *Understanding statistics*. McGraw-Hill,
21. Punch, K.F., 2013. *Introduction to social research: Quantitative and qualitative approaches*. Sage.

Module- 17: Essential Issues for LGED's Officials

1. ভূমি প্রশাসনের দৈনন্দিন কার্য পদ্ধতি (ভলিউম-১, ২), লেখক: ফায়েকুজ্জামান চৌধুরী
2. ভূমি প্রশাসন ম্যানুয়াল
3. ভূমি ব্যবস্থাপনা ম্যানুয়াল, ১৯৯০
4. বাংলাদেশের ভূমি ব্যবস্থাপনা, লেখক: নারায়ন চন্দ্র দেবনাথ
5. বাংলাদেশের স্থানীয় স্বায়ত্তশাসন, লেখক: ড. মোঃ মকসুদুর রহমান

Module 18: Contemporary Issues

1. Agere, S. and Mandaza, I. 1999. *Enhancing Policy Development and Management in the Public Service*. Managing the Public Service Strategies for Improvement Series: No.8, London, Commonwealth Secretariat.
2. Aminuzzaman, S. 2002. *Public Policy Making in Bangladesh: An Overview*, Public Money and Management.
3. Anderson, J.E. 1984. *Public Policy Making (3rd edition)*. New York, Holt Richard and Winston.

4. Dror, Y. .1964. Muddling Through-“Science” or Inertia, *Public Administration Review*. 24:153-157.
5. Dye, T.R. .1978. *Understanding Public Policy (3rd edition)* Englewood Cliffs, Prentice Hall, Inc.
6. Easton, D. .1965. *A Systems Analysis of Political Life*. London, John Wiley.
7. Edwards, M .2001. *Social Policy, Public Policy - From Problem to Practice*. Sydney, Allen & Urwin.
8. Hill, M. 1997. *The Policy Process in a Modern State*. New York, Prentice Hall.
9. Keeley, J. and Scoones, I. .1999. *Understanding Environmental Policy Processes: A Review*. IDS Working Paper 89, Brighton, Sussex, Institute of Development Studies.
10. Palumbo, D.J. and Calista, D.J. .1990. *Implementation and the Policy Process: Opening Up the Black Box*. New York, Greenwood Press.
11. Sapru, R.K. .1994. *Public Policy: Formulation, Implementation and Evaluation*. New Delhi, Sterling Publications.
12. Van Meter, D. and Van Horn, C.E. 1975. The Policy Implementation Process: A Conceptual Framework. *Administration and Society*, 6 (4): 445-488.
13. Anand, Sudhir and Amartya Sen., 1994. *Human Development Index: Methodology and Measurement*. Working Paper 12. Human Development Report Office. UNDP, New York.
14. “In search of Indicators of Culture and Development: Review of Progress and Proposals for Next Steps. Paper Prepared for the World Cultural Report 1999. New York.
15. Haq, Mahbubul, 1990. *Human Development Paradigm*” (mimeo). Human Development Report Office, UNDP, New York.
16. Sen, Amartya, 1998. *The Courage and Creativity of His Ideas*. Speech at the Memorial Meeting for Mahbub Ul Haq at the United Nations. New York,
17. Chadha, Skylark. 1989. *Managing Projects in Bangladesh: A Scenario Analysis of Institutional Environment for Development Projects*. University Press Limited, Dhaka.
18. Cleland, David I. and King, William R. .1985. *System Analysis and Project Management*. McGraw-Hill Book Company, International Student Edition, Humburg....New Delhi.
19. Imam, Kazi Hasan (1999). *Sustainability of BPATC Project: A Case Study*. In: Lokproshason Shamoeeky: a Quarterly Journal of Bangladesh Public Administration Training Centre, Savar, Dhaka, Bangladesh, vol. September, 1998, No. 12, pp. 65-74 and Vol. June,1999, No. 13,pp. 1-36.
20. Imam, Kazi Hasan., 2001. *Curriculum Development and Evaluation of ACAD*. Bangladesh Public Administration Training Centre, Savar, Dhaka.
21. Imam, Kazi Hasan., 2003. *Environmental Protection and Sustainable Development: Bangladesh Perspectives*. 1st Edition, Paragon Publishers, Dhaka.

22. Khan, Ansar Ali., 1991. *Project Evaluation*. Students- Friend Book House, Dhaka.
23. Majid, M.A.,1995., *Project Management*. Bangla Academy, Dhaka.
24. Majid, M. A., 2001., *Project Monitoring and Evaluation System*. M & M Publishers, Dhaka.
25. Newbold, Robert C., 1988. *Project Management in the Fast Lane: Applying the Theory of Constraints*.The St. Lucie Press, New York, Washington D.C.