# Preface

### Enriching Professionals with Academics, Training and Research

Formerly known as Civil Service College, Bangladesh Institute of Governance and Management (BIGM) is a post-graduate institution affiliated with the University of Dhaka. The Institute was established as a non-profit trust in 2006 and aims at becoming a fast growing national hub of **teaching**, multidisciplinary research and training activities on governance and public policy Issues, public administration, international economic relations, human resource management and development. Currently, it offers masters programs and shorter training courses. Each provides different academic capacities and skills that cater to the specific needs of widely varying streams of students/ trainees who come from the work-force of various public and private organizations of Bangladesh.

#### Mohammad Tareque, PhD

(Former Finance Secretary, GOB & Alternate Executive Director, World Bank) Managing Director, Board of Trustees & Director, (BIGM)

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# About **BIGM**

BIGM is a public-private specialized institute under the Ministry of Public Administration of the Government of Bangladesh seeking to imbue the public and private sector functionaries with appropriate 21<sup>st</sup> century leadership and managerial skills of global standard so that they may be on the frontline of developmental aspirations and goals of Bangladesh.

BIGM provides opportunities for higher studies with subsidized tuition fees. Currently the 11<sup>th</sup> and 12<sup>th</sup> batches of the master's programs are continuing. Students of these two batches are pursuing their Masters of Public Affairs in (I) Governance and Public Policy (GPP), (II) International Economic Relations (IER) and (III) Human Resource Management (HRM). The Institute plans to expand its academic programs by introducing masters degree in three new areas viz.,(i) Masters in Project Management, (ii) Masters in Public and Private Financial Management and (iii) Masters in Procurement and Supply Chain Management . At the beginning, the Institute was run in a rented accommodation in the BIAM Foundation Bhavan at Eskaton. In July 2013 It has moved to its own spacious and eco-friendly campus at Agargaon adjacent to the Dhaka offices of the World Bank and the Asian Development Bank.

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## & CERTIFICATE AWARDING CEREMONY

SEMINAR ON POLICY ANALYSIS

Chief Guest : Mr. Abul Maal Abdul Muhith Hon'ble Finance Minister Government of the People's Republic of Ingladesh

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# Brainchild of a few distinguished members of the civil services

The Institute is the brainchild of a few distinguished members of the civil services, retired and active, led by the former Cabinet Secretary, late Mr. M. Mahbubuzzaman. The idea of establishing an institute for higher studies in Bangladesh for the members of the civil services had been felt for a long time. But various constraints prevented the creation of such an institution any earlier. While effective management of the public services has increasingly become knowledge bound, skill intensive and complex with the number of civil service cadres in Bangladesh increasing manifold, opportunities and exposure to systematic and comprehensive in-service training and higher studies in particular both at home and abroad have become limited. Large increases In recruitment and major reduction in donor funding for overseas training/higher study opportunities has been responsible for this situation. Facilities for higher studies for the civil servants especially on public policy and governance were non-existent in the country. Consequently, the number of officers getting opportunities for higher studies abroad had become negligible in terms of the need of the country for improving the quality of governance.

In this backdrop the Institute aims at meeting the felt needs of higher studies of those civil servants and private sector executives, including those of the third sector entities (NGOs), who do not get a chance for higher studies abroad but have sound academic background and potentials to learn and improve.

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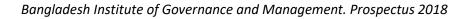
Course participants are selected by judging their keenness to improve their knowledge, insight and performance. The decision to include private and NGO sector officials has been taken after careful analysis as this arrangement is expected to strengthen public-private understanding and eventual partnership and collaboration, to promote mutual recognition and respect which will nurture and bring about service oriented holistic development in a market driven economy.

Joining the BIGM Masters program is not just about getting a degree. It is a soul searching process that combines scientific research with a challenging human experience. The whole process is designed not only to improve the degree of efficiency in the delivery of services and the quality of governance in general but also to uplift confidence and bring about attitudinal changes in course participants.

## BIGM is an Institute with a difference

The courses here are designed to cope with the emerging political and economic challenges faced by the officials of both public and private sectors and relevant to their service and work situation at home and abroad so that they can effectively deal with both national and international issues they confront. It goes without saying that business is gradually becoming more and more complicated and rules based in this era of globalization. Hence the courses are designed to prepare all kinds of executives to use the tools of analysis and strategic management to help them successfully implement public policies to enhance their respective organizational capacity by developing professionalism and corporate culture. The courses offer a blend of theory and practice and emphasize experimental and professional learning. Initially, the duration of the Master's programs was one year but in 2007 it was decided to extend the period to 18 months to bring it up to the international standards and to allow sufficient time to the students to write thesis or research paper.

Over the last 12 years 944 students were admitted: about 40% from the government and the rest from the private sector and NGOs. The cost of providing them with higher studies has been very small compared to the cost that would have been incurred if they had studied similar courses abroad. A preliminary assessment shows that while some of the students have, on completion of the program, got promotion and more responsible positions in their respective institutions or higher jobs in other organizations. Some of our graduates have been admitted for Ph.D. programs in Bangladesh while some others have received scholarships for higher studies abroad. General feedback from the alumni is that they feel much more confident in dealing with their official responsibilities after higher studies at BIGM.



Financed by the Ministry of Finance of Bangladesh, BIGM, collaborating with S Employment Investment Program (SEIP) has introduced a 3-month-long P Training Course from Sep ember, This training cours Bangladesh. This will continue for three consecutive years up to 2020. It conducted by high value resource persons. BIGM also plans t skills including but not limited to Leadership, Reforms, Strategic Management Management, Evidence Based Analytics Negotiation hniaues ves former civil servants with Ph.D resource persons are themse es from re foreign universities with work experience from international rencie like ESCAF, ADB and World Bar e institute also intends te with other institutes to design and implement need-specific natch nro grams to i

requirements of the clients. The vision of BIGM is to establish itself as a global-standard tertiary level institute for training and higher education.

A culture of research is ingrained within BIGM's academic and organizational fabric. BIGM faculty members – internal and external, officers as well as students of master's and training programs conduct evidence-based research on diverse subjects, such as, Developmental Governance, International Regional Cooperation, Science and Profession of Human Resource Management, Sustainable Future, Project and Financial Management, etc.

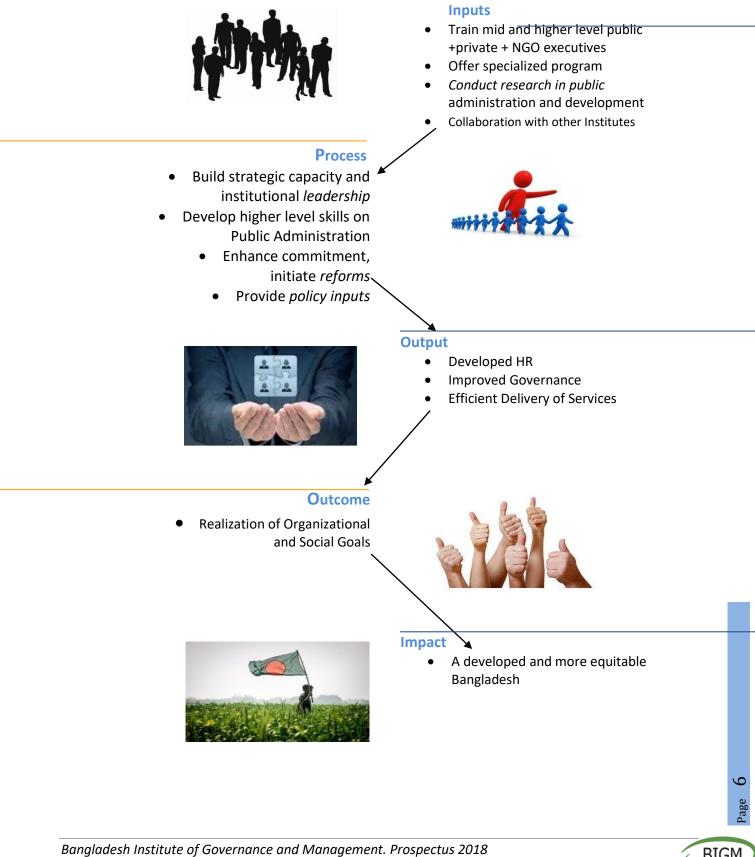
BIGM also caters to the need of research on administration and development through collaboration with other institutes and thus providing crucial policy inputs to the Government of Bangladesh. A spacious computer lab furnished with the most updated hardware, software and latest e-technologies, including e-library and e-journals facilities for both training and research is available to the students as well as to the faculty members and officers.

The new campus of the Institute is very spacious and eco-friendly with extensive greenery. It is being fully digitized with latest technologies. Already, admission to the Institute has been made on-line. The campus is under Wi-Fi coverage. There is a spacious cafeteria and a faculty lounge. A master plan with a 15 storied administrative cum academic building has been prepared and will be taken up for implementation soon to scale up the activities

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and programs of BIGM. . To meet immediate requirements, a beautiful four-storied building has been constructed.



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The Institute intends to develop capacity of the public and private sector executives by strengthening their knowledge, insights, skills and competence and by reinforcing their commitment and motivation to the public interest of the country to deliver dedicated services to its people.

#### Vision

The Institute envisages to become a centre of excellence in teaching, training and research on policy options regarding governance and development and to help the relevant entities establish an effective, transparent and accountable public and private service in Bangladesh.

#### Objective

- To facilitate the growth and development of Bangladesh through Human Resource Development imparting appropriate skill, providing right leadership and art of management of global standard;
- To train the member of the Civil Service as well as executives of the private sector and NGOs;
- To offer MA, MS, M.phil, and PhDs in social sciences and areas relevant to the Public Service;
- To conduct research activities in key areas of Public Administration, Management and Development;
- To organize different courses on collaboration and to develop partnership with national and international Institute / Universities;
- To build commitment and strategic capacity in Governance, Leadership, Public Administration and Management;
- To help initiate reforms to achieve a people oriented administration system;
- To give policy inputs on national and international issues;
- To act as "Think Tank" for the society.



# Jovernance

#### Legal Status

Formerly known as Civil Service College, Dhaka, affiliated with Dhaka University was *established* by a group of serving and retired civil servants in 2006 under a Trust registered under the Trust Act of 1882. It has also been registered under the Foreign Donations (Voluntary Activities) Regulation Ordinance, 1978 as an NGO.

#### **Operational Status**

BIGM is a public-private specialized post-graduate academic, training and research institute under the Ministry of Public Administration (MOPA) with the financial assistance from the Ministry of Finance (MOF) of the Government of Peoples Republic of Bangladesh.

#### The Board of Trustees (BoT) and Governing Body (GB)

*The authorities* comprise a Board of Trustees responsible for policy guidelines and a Governing Body providing academic oversight of the institute.

The Board of Trustees (BOT) and a Governing Body (GB) regularly monitor and supervise the overall functioning of the institution. Recently, the BOT has been reconstituted more members drawing from the private sector as well as from the government ensuring effective networking among the Institute, government and the private sector.

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#### List of the Members of Board of Trustee List of the Members of Governing Body

Mr. M. Matiul Islam, Chairperson

- Dr. A.B. Mirza Azizul Islam, Vice-Chairperson
- Dr. Mohammad Abdur Rashid, Member
- Dr. Mohammad Haroonur Rashid, Member
- Dr. Shah Mohammad Farid, Member

Dr. Akbar Ali Khan, Member

- Mr. Abdul-Muyeed Chowdhury, Member
- Prof. Jamilur Reza Chowdhury , Member
- Dr. Salehuddin Ahmed, Member
- Mr. Muhammad Fazlur Rahman, Member
- Mr. Abu Md. Maniruzzaman Khan, Member
- Mr. Md. Aminul Islam Bhuiyan, Member

Dr. Mohammad Tareque, Member & MD, BOT and Director, BIGM

Syed Monjurul Islam, Member

- Mr. Arastoo Khan, Member
- Senior Secretary, Ministry of Public Administration, GOB, Member

Senior Secretary, Ministry of Finance, GOB, Member

Senior Secretary, Ministry of Education, GOB, Member

Mr. Md. Aftabuddin Khan, Member

Mr. Mainuddin Monem, Member

Mr. M. Matiul Islam, Chairman Dr. A.B. Mirza Azizul Islam, Member Dr. Mohammad Haroonur Rashid, Member Dr. Shah Mohammad Farid, Member Dr. Akbar Ali Khan, Member Mr. Abdul-Muyeed Chowdhury, Member Dr. M. Afsarul Qader, Member Mr. Hedayetullah Al Mamun, Member

BOT

Professor Dr. Sadeka Halim (Dean, Faculty of Social Sciences, DU), Member

Prof. Shibli Rubayat Ul Islam, Member

Prof. Dr. Delwar Hossain, Member

Prof. Mahabubur Rahman, Member

Prof. Mrs Momtaz Jahan, Member

Additional Secretary, Ministry of Public Administration, Member

Dr. Mohammad Tareque, Member



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#### ${f AS}$ has been mentioned earlier that for the embodiment of its goal, BIGM offers specialized

**Programs (Masters in Public Affairs),** with a focus on Governance, International Economic Relations and Human Resource Management. The courses offered here are uniquely designed to cope with emerging political and economic challenges and are relevant to the services provided by the officials from both *public and private sectors* at home and abroad so that these officers can effectively deal with pressing national and international issues that they confront. The programs blend theory and practice in such a way that emphasizes experimental and professional learning and thereby prepare government and non-government executives to effectively deal with the real-life problems in their line of works.

#### Ongoing Programme:

Governance and Public Policy (GPP) International Economic Relations (IER) Human Resource Management (HRM)

#### Upcoming Programme:

Project ManagementProcurement and Supply Chain ManagementPublic and Private Financial Management

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#### MPA in Governance and Public Policy

MPA in Governance and Public Policies is designed to enhance knowledge, skills and related capabilities of public officials and individuals to confront the complexities of development in an increasingly globalized environment. In addition to preparatory and core subjects, the program offers a wide range of elective courses highly relevant to the emerging discipline so that the students can pursue their higher studies in accordance with their academic interests and career objectives.

Students of this program are required to take 45 credit hours comprising 14 courses of 3 credit hours each and a term paper of 3 credit hours. Those who want to take thesis, carrying 9 credits, are required to take 12 courses of 3 credit hours each.

#### MPA in International Economic Relations

MPA in International Economic Relations is designed to prepare the executives of both Public and Private sector to be well grounded through the theories and practices of both local and international economic development in a global context. The program will prepare students to serve as a catalyst in the promotion, development and application of the science and art of international economics and management in the process of nation building.

Students of this program are required to take 45 credit hours comprising 14 courses of 3 credit hours each and a term paper of 3 credit hours. Those who are willing to take thesis, carrying 9 credits, are required to take 12 courses of 3 credit hours each.

#### MPA in Human Resource Management

The master's program in Human Resource Management at BIGM is offered to help students to acquire the knowledge and skills needed to pursue effective careers in the human resource field. The program prepares individuals to assume specialist, generalist and managerial position in HR departments in the private, public and non-profit sectors. After gaining a fundamental grounding in the social sciences and a comprehensive management education through core and elective courses, students would acquire a functional HRM education that would allow them to compete in the HRM job market and to confront the complexities of human resource development in an increasingly globalized environment.

Students of this program are required to take 45 credit hours comprising 14 courses of 3 credit hours each and a term paper of 3 credit hours. Those who want to take thesis, carrying 9 credits, are required to take 12 courses of 3 credit hours each.

#### MPA in Public and Private Financial Management

The study of financial management is important as financial management is emerging as an essential part both in public and private sector. Failure in financial management has been cited to be a major obstacle towards development, especially in developing countries like Bangladesh. Public, private and nongovernment institutions are facing multiple challenges in their quest for effective, efficient and sustainable financial management. There has been growing awareness among the policy makers in Bangladesh about the need for skilled man-power in financial management. Moreover, financial management continues to change at a rapid pace. Over the years, financial management has grown in importance, as managers struggle to create value within corporate and institutional settings. The major challenge in the area of financial management has been the dearth of skilled man-power in public, private and non-government sectors. In this backdrop, organizations in public, private and non-profit sectors have also realized the need of skilled financial managers to cope with the financial management challenges.

MPA in Public and Private Financial Management program at the BIGM aims to strengthen institutional financial management by preparing students to assume leadership in dealing with practical financial management problems that are central to achieve economic development. The program is designed to meet the current and expanding



#### MPA in Project Management and Development

The study of project management is important as management failure of development projects has been a major obstacle towards development, particularly in developing countries like ours. In many cases, projects and programs are not well developed and therefore face implementation bottlenecks. Even if projects and programs are well developed, implementation and management of projects face different problems like 'time over-run' and 'cost over-run'. The major problem of project and program management is the severe shortage of skilled man-power in project design, implementation and management.

There has been growing awareness among the policy makers in Bangladesh about the need for skilled man-power in project management. In this context, development agencies, international development bodies, donor agencies, and organizations in public, private and non-profit sectors need skilled project managers to cope with the project design implementation problems. This program aims to strengthen project development and management in Bangladesh by preparing students to assume leadership in solving project design and implementation problems that are central to achieve cost-effective development.

The major service floor that reflect the Institution

# Training "We are heartened by the government's urgency in enhancing the skills of the people to maximize the population dividend and its



benefit. Along with the general skills development program, the government has also prioritized the training of new cohorts of visionary bureaucrats with knowledge and skills who can better design, implement, and evaluate the next generation of reforms in Bangladesh."

For over a decade now, our growth has been over 6.25 percent, a feat unimaginable a few decades earlier and an outcome that also reflects the government's commitment and choices. Contrary to some popular narratives, the government's policies significantly shaped the quality of growth in Bangladesh. For example, the governments consistently supported cash transfer program, encouraged the participation of Civil Society Organizations (CSOs), designed pro-poor fiscal and monetary policies that touched the lives of those who needed the most. Happily, for us, Henry Kissinger's 'Bottom-less Basket' prediction has been proven wrong, as has been the Kuznets' theory of rising inequality at the early stages of growth. Although our policies might not have been always holistic or well-coordinated, they were always sincere and mostly consistent; these policies deserve an important part of the credit.

Bangladesh is now at a crossroad of development. In fact, we are witnessing one of the largest manufacturing-led take-off in a democracy. The economy is ready to reap the benefits of its comparative advantages, including our demographic dividend. For that we need to transform our huge population into human capital. We need to upgrade the productivity of our skilled and unskilled workers apart from the capacity of both private and public sector institutions. A competent bureaucracy is, therefore, a must for any sustained economic take-off. In fact, no sustained economic take-off has ever taken place without a competent bureaucracy. This is especially more so in a private sector-led growth process in a democracy. Needless to say that this constraint is also more binding during the middle-income transitions. The road to a developed Bangladesh by 2041 goes through a competent bureaucracy, as the experience of East Asia and advanced economies have demonstrated.

It is obvious that the quality of our bureaucracy will critically influence the growth trajectory in the next phase of our development. A mature private sector has rightly contributed to the developmental effort ever than before. But during the middle income transitions, being right may not be enough. An enabling environment for the bureaucracy is a necessary condition for a sustained takeoff. An efficient bureaucracy with practical knowledge combined with open, constructively critical approach that can address the questions of governance and policy development is the need of the hour.

It is the earnest hope of BIGM that the policy analysis training would provide a set of conceptual frameworks for analyzing the public policy, and formulating effective strategies for policy design, analysis, evaluation, and advocacy. The concepts, skills, and analytical tools students would learn in the training would rest upon a foundation of economic principles, institutional analysis, and political and social psychology. They would be able to identify, analyze, predict the patterns of behavior and outcomes, and ultimately enhance policy effectiveness. That in turn would infuse dynamism, innovation,



and critical reasoning into the bureaucracy that can respond to the complex world we now live in. 2600 years ago, the Chinese philosopher Lao Tzu, said 'the journey of a thousand miles begins with one step'. We are taking that first step in an unprecedented journey for the 160 million Bangladeshis. We are embarking on that journey by carrying the inspirations and the sacrifices of the past. And with that resolve, pragmatism, and optimism, our top policymakers will train a new brand of trained humans for a more just, more inclusive, and more developed Bangladesh.

#### Upcoming Training Programme

Leadership

Public Procurement

# Research

BIGM faculty members, officers and students conduct evidence-based research on diverse subjects, such as, Developmental Governance, International Regional Cooperation, Science and Profession of Human Resource Management, Sustainable Future, Project and Financial Management, etc. As mentioned earlier, a culture of research is ingrained within BIGM's academic and organizational fabric. Research activities at BIGM can be categorized as follows

#### Research by the faculty members and officers

Faculty members and officers are required to present their individual research papers on a weekly basis in front of the others in the in-house seminars held on every Wednesday. Based on the feedback from others after rigorous analysis, the research is remodeled accordingly if necessary. These research works are funded by BIGM itself BIGM research team already has completed 12 research papers on different dimensions such as macro economic situation of Bangladesh in terms of monetary and fiscal policy effectiveness, electricity consumption,

work on underground economy, nutrition policy, polluters pay policy etc. The following list gives a detail view of the activities of BIGM research team.

	Title	Status
	Aggregate Consumption Expenditure and Economic Growth: Evidence from Bangladesh	Published at Global Journal of Management and Business Research: B Economics and Commerce
	Impact of Public and Private Investment on GDP Growth in Bangladesh: Crowd-out or in?	Published in Global Journal of Human and Social Sciences
	Rise and Trend of Think Tanks: A Policy Relevant Perspective	Accepted in Public Affairs and Governance, India
	The Role of Think Tanks in Social Policy Making: The Bangladesh Perspective	Published in Journal of International Business and Management (JIBM), London, UK
	The Relationship between Income, Consumption and GDP of Asian Economies: A Panel Analysis	In Review, Asian Journal of Economics, Business and Accounting (Science Domain International-SDI)
	Title	Status
	Electricity Consumption and Income Nexus: Evidence from Bangladesh	In Review
	Sustainable Growth-Environment Nexus in the Context of Four Developing Asian Economies: A Panel Analysis	In Review, Asian Development Review
	Impact of Fiscal Policy on GDP Growth: Empirical Evidence from Bangladesh	Awaiting for Reviewer, South Asian Economic Journal (Sage publications)
	Electricity Consumption and GDP Nexus in Bangladesh: A time Series Investigation	Submitted at Energy Policy
The second	Multiple Estimation Techniques in Analyzing the Relative Effectiveness of Fiscal and Monetary Policies	Completed
	Multiple Estimation Techniques in Analyzing the Relative Effectiveness of Fiscal and Monetary Policies	Completed
	Analyzing the Adolescent Health Strategies of	Completed
	A	

Bangladesh: L	Jsing Policy	Analysis	Triangle Framework
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Debt and Growth: Role of Stable Macroeconomic Policy

Delving into the Relative Impact of Fiscal Policy and Monetary Policy on GDP Growth of Bangladesh: An ARDL-based Multivariate Approach	Ongoing
An Analytical Look into the Debt Dynamics of Bangladesh	Ongoing
Trade and GDP Growth Nexus in Bangladesh: An Econometric Analysis	Ongoing
Relationship between External Macroeconomic Determinants and National Income Growth in Bangladesh: An Empirical Analysis Using ARDL Framework	Ongoing
An Estimation of Endogenous Production Function: Econometric Evidence Bangladesh	Ongoing
Bangladesh Economy: Dependence on Global Economy and Responses to Global Shock	Ongoing
Econometric Analysis of the Effect of Economic Globalization, Energy Intensity, Urbanization, Industrialization and Growth on CO2 Emissions of Bangladesh	Ongoing

Title	Status
Polluters Pay Principle	Upcoming
Credit and GDP Growth	Upcoming
Jobless Growth	Upcoming
Globalization	Upcoming

#### Research by trainees of the Policy Research Training

Trainees of the Policy Analysis Training Course collaborated by BIGM and Skills for Employment Investment Program (SEIP), are required to prepare research papers focusing on government policy analysis. The policy research papers are;

Absence of corporate bond market

**Dis**posal of complaints of expatriates against the recruiting agencies of Bangladesh.



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**In**creasing utilization of community clinic service in rural Bangladesh.

Affordable housing for lower income people in Dhaka city

Reclaim rivers to save Dhaka city

**Diff**iculties faced by migration expectants: Bangladesh Scenario

**Abse**nce of Pension fund for private sector employees

**Abs**ence of Policy on CRVS implementation in Bangladesh

**Op**en defecation in Dhaka Metropolitan city

**Wor**king Environment in Ministry of Public Administration

**High** diagnostic cost charged by private health care provider

**Pow**er interruption due to equipment failure in transmission and distribution system

Skill gap of staff in field administration

**High** level of tobacco consumption increases health hazards **Heal**th and Safety issues in public food storage facilities

**To**o many private cars plying in the Dhaka city

**Probl**em of Quarantining imported seeds to protect local plant species

**Abse**nce of cooperation among the agencies engaged in youth knowledge management

**Unskil**led women labour Migration and Remittance: Bangladesh Perspective

**Impro**ving the governance of District E-Service Center

**Improve** financial position through proper use of Land of Bangladesh Railway.

**Ensur**e Sexual and Reproductive Health (SRH) Services for Adolescent Boys and Girls

**Wast**age of water in urban areas: A case study of Dhaka City.

**Utiliz**ation of Community Clinic services for Improving Rural Adolescent Girl Nutritional Status.

**Promoti**ng women entrepreneurship in Bangladesh

**Restru**cturing of Existing Mutation Process of Land for better Efficiency

**Initiative** of food department to Improve Nutritional Status of Poor People

**Ensur**ing Government services to the rural people through the Union Digital Centers (UDCs)

**Evalua**ting the performance of SME sector towards the Economic Development in Bangladesh

Medical Waste Management in Bangladesh

Increasing the Benefits of Remittances in Bangladesh Private Practices Policy for Physicians (PPPP)

**Effe**ct of Internet Addiction on Child health: A study on Bangladesh Context

Managing E-waste in Bangladesh

**Capit**al Market and Sustainable Development Goals: A Policy Framework for Bangladesh

**Non**-performing loans (NPLs) in Bangladesh: Causal Analysis and Policy Implications.

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Decreasing remittances in Bangladesh

**Ensu**re day care services with proper facilities in all Organizations

**Polic**y on Bringing Comprehensive Value Chain Efficiency in Farmers Organization of Bangladesh **Improvement of sanitation and cleanliness in Bangladesh Railway train service** 

**Addre**ssing the limitations of cargo shipping price in international business- Bangladesh Perspective.

**Devel**oping and Effective Policy Interventions for Preventing Early Marriage in Bangladesh

#### Research by the students of the master's programs

Students have to write research papers to enhance the capacity for critical thinking. A focus on analytical writing and effective presentation skills would prepare the students/participants to formulate policies and to craft mechanism for their successful presentation and implementation thereafter. "Climate Change and Child Security: A Child-led Adaptation Approach", "Money-Laundering-Legal Framework and Effects in Bangladesh", "E-Governance Practices in Political Parties of Bangladesh: A Critical Analysis" are some of the topics on which the students have conducted their research successfully.

#### List of Faculty Members

Mohammad Tareque , *PhD (Boston)*, Director Chowdhury Saleh Ahmed, *PhD (Philippines)*, Associate Professor Dr. M. Golam Sarwar, *PhD (Manchester)*, Associate Professor Dr. Md. Abdur Rahim Khan, *PhD (Pune)*, Associate Professor Dr. Md. Moniruzzaman, *PhD (IBS)*, Associate Professor Md. Monirul Islam, *MPhil (DU)*, Assistant Professor Ms. Sima Rani Dey, *MSc in Economics GRIPS*, Assistant Professor Mr.Munshi Muhammad Abdul Kader Jilani, Assistant Professor (On Study leave)

#### List of Adjunct Faculty Members

Mr. A M M Shawkat Ali, PhD. Former Advisor, Caretaker Govt. of Bangladesh.
Mr. Shah Mohammad Farid, PhD. Former Principal Secretary, Govt. of Bangladesh.
Mr. Toufiq Ali, PhD. Former Ambassador, Peoples Republic of Bangladesh
Mr. Jamil Mazid, PhD. Ambassador Peoples Republic of Bangladesh
Barrister Haroon-Or-Rashid, Ambassador Peoples Republic of Bangladesh
Mr. M. Afsarul Qader, PhD. Ambassador Peoples Republic of Bangladesh

lr. Rizwan Kha I. Ruhul Ami . Mehdi Mas

#### List of adjunct faculty (Previous)

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Mr. Fakhruddin Ahmed, PhD College Dhaka Mr. A B Mirza Azizul Islam, PhD Mr. Shaikh Magsood Ali, PhD Barrister Harun-or-Rashid Mr. Mohammad Haroon-ur Rashid, PhD Mr. Salehuddin Ahmed, PhD Mr. Akbar Ali Khan, PhD Prof Syed Giasuddin Ahmed, PhD Mr. Mohammad Shahidul Alam Mr. Quazi Mesbahuddin, PhD Mr. Toufig Ali, PhD Brigadier General (Retired) Shafyet Ahmed Prof. Asraf Uddin Chowdhury, PhD Prof. Ainun Nishat, PhD Prof. A K Mona-war- Uddin Ahmed, PhD Mr. Fazlur Rahman, PhD SASM Taifur M. Matiur Rahman, PhD

Mr. Selina Akhter Jahan, PhD Mr. Kaniz Siddigui, PhD Prof. Salahuddin Aminuzzaman, PhD Mr. Nelofar Parvin, PhD Prof. Masuda Yasmin, PhD Mr. Shahadat Hossain, PhD Ms. Asia Khatoon Mr. Mostofa Abid Khan, PhD Mr. Md. Abdur Rouf, PhD Mr. Chowdhury Zia Uddin Hayat, PhD Mr. Syeda Naushin Parnini, PhD Mr. Mashiur Rahman Prof. Arfina Osman, PhD Prof. Abul Kalam Azad Mr. Abdur Rob Khan, PhD Mr. Nazrul Islam Mr. Md. Abu Rashed Mr. Nazmul Amin Mazumder, PhD

Mr. A.K.M Nasirul Huq, PhD Mr. Aftabuddin Khan M A Mazid, PhD Prof. M. Abul Kashem Mozumder, PhD

#### Mr. Imran Mahmud, PhD Mr. A. N. M Wahid

#### List of Resource Person (Training)

Mr. A.M.M. Shawkat Ali, Ph.D Mr. Ali Ahmed, Ph.D Mr. Abul Kalam Azad, Ph.D Mr. A. Atik Rahman, Ph.D Md. Abdul Halim, Ph.D Mr. A.K.M Abdul Awal Mozumder Mr. A.K. Enamul Hague, Ph.D Mr. Ashadul Islam, Ph.D Mr. Asif Mohammad Shahan, Ph.D Mr. Anir Chowdhurv. Ph.D Mr. Ahsan H Mansur, Ph.D Mr. Abdur Rouf Talukder, Ph.D S.M. Mohiuddin Monem, Ph.D Mr. Mohammed Farashuddin, Ph.D Mr. Farugue Hossain, Ph.D Mr. Fahmida Khatun, Ph.D Mr. Faisal Ahmed, Ph.D

Ambassador Md. Humayun Kabir, Ph.D Mr. Ahsan H Mansur, Ph.D Mr. Faisal Ahmed, Ph.D Farhina Ahmed Mr. A K M Nurun Nabi, Ph.D Fatima Yasmin Prof. Jamilur Reza Chowdhury, Ph.D Mr. Kazi Habibul Awal, Ph.D Mr. Kazi Habibul Awal, Ph.D Mr. Kamal Quadir, Ph.D Mr. Kamal Quadir, Ph.D Mr. A. B. Mirza Azizul Islam, Ph.D Mr. Muslim Chowdhury Mr. Malabika Sarker, Ph.D

#### List of adjunct faculty (Previous,

Mr. Abdul-Muyeed Chowdhury Dr. Akbar Ali Khan Mr. Akmol Hossain (Late) Dr. Khariul Alam Kazi Mujibur Rahman Kazi Rakibuddin Ahmed Prof. Khandakar Moquaddem Mr. Michael Austin Slingsby Prof. Dr. Mazharul Haque Prof. Dr. Mazharul Islam Dr. Moshiur Rahman

Mr. M. Asaduzzaman, Ph.D Mr. Mohammad Tamim. Ph.D Mr. Manzoor Ahmed, Ph.D Mr. Minhaj Mahumd, Ph.D Mr. Mahfuza Rifat, Ph.D Mr. Mohammad Mainul Hague, Ph.D Mr. Mustafa K. Mujeri, Ph.D Prof. Nazrul Islam, Ph.D Barrister Nihad Kabir Mr. Rasheduzzaman, Ph.D Mr. Razeeb Haider Mr. Riad Mahmud Mr. A K M Nurun Nabi, Ph.D Mr. Rizwan Khair, Ph.D Mr. Rubana Ahmed, Ph.D Mr. Sanwar Jahan Bhuiyan, Ph.D Mr. Shubhashis Barua, Ph.D Mr. Syed Nasir Ershad, Ph.D Mr. Syed Monjurul Islam, Ph.D Mr. Sabina Faiz Rashid, Ph.D Mr. Sadig Ahmed, Ph.D Mr. Saleuddin Ahmed, Ph.D Mr. Shakawat Hossain Mr. Shamsul Alam, Ph.D Mr. Selim Raihan, Ph.D Mr. Sajjad Zohir, Ph.D Mr. Sohelar Rahman Chowdhury Mr. Taufique Joarder, Ph.D Mr. Wahid Uddin Mahmud, Ph.D Mr. Mohammad Walid Hossain Mr. Zafar Ahmed Khan, Ph.D

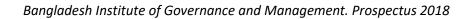
Dr. S.A Samad Dr. S. M. Salehuddin Dr. Taufic A. Chowdhury Dr. Zinat Huda Wahid Prof. A. K. Firowz Ahmad Mr. Asif Ali Mr. Khondaker Ibrahim Khaled Prof. A.S.M Atiqur Rahman Prof. Dr. Afjal Hossain Mr. M. Azizul Huq Prof. Dr. Golam Rahman Dr. M.A. Razaque Dr. M A Mannan Engr. Md. Khizir Khan Dr. Shahdeen Malik Dr. Sheikh Abdur Rashid Dr. Quazi Mesbhauddin Dr. Sohrab Uddin Prof. Sheikh Abdus Salam Dr. M. A. Hakim Prof. M. Shahjahan Mina Prof. Dr. Wahiduzzaman Prof. Dr. A. Q. M. Mahbub Dr. Md. Abduz Zaher Prof. Md. Ghulam Murtaza, PhD

#### Public Lecture by Guest Speakers

Dr. Mohiuddin Khan Alamgir Dr. Atiq Rahman Dr. Iftekeruzzaman Dr. Sajjad Zahir Dr. Zahid Hossain Prof. Ake Gronlund Mr. A.H.Md. Magsood Sinha Mr. A M M Nasir Uddin Mr. ATMH Ismail Ms. Begum Rokeya Sultana Mr. Feroz Ahmed Prof. Dilara Chowdhury Dr. Atiq Rahman Dr. Iftekeruzzaman Dr. Zahid Hossain Prof. Mizanur Rahman Prof. Solimullah Khan

Mr. A.H.Md. Maqsood Sinha Mr. A M M Nasir Uddin Mr. ATMH Ismail Ms. Begum Rokeya Sultana Dr. Eric Uslaner Mr. Feroz Ahmed Lt. Gen. (Retd.) Hasan Mashhud Chowdhury Md. Kazi Habibul Awal Dr. Khandaker Rashedul Haque Mr. Muflehur Rahman Osmani Mr. M.Abdul Aziz Mr. Md. Abdus Salam Khan Dr. Saadat Hussain Dr. Salehuddin Ahmed Mr. Sohel Ahmed Chowdhury Mr. Syed Ataur Rahman Ms. Irene Khan











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