

# Academic Program Guide

## Session: 2022– 2023

### Master's in Public Affairs (MPA)

Governance and Public Policy (GPP)

International Economic Relations (IER)

Human Resource Management (HRM)



BIGM

**Bangladesh Institute of  
Governance and Management (BIGM)**

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# 1.

## INTRODUCTION

Bangladesh Institute of Governance and Management (BIGM), formerly Civil Service College, Dhaka, a post-graduate institution affiliated to the University of Dhaka, was established in 2006 with the objective of creating a center of international standard for studies, research and high-level skills training on public policy, management, and promotion of good governance in the country. Registered under the Trusts Act, 1882 as a not-for-profit organization, BIGM provides opportunities for post-graduate studies at highly subsidized tuition fee, so that the public and private sector executives (officers) can afford. At inception, the Institute operated out of a rented facility at BIAM Foundation Bhaban, Eskaton, Dhaka. It moved to its own campus at Agargaon in July 2013.

BIGM is currently offering Master's in Public Affairs (MPA) Programs in

- (i) Governance and Public Policy (GPP),
- (ii) International Economic Relations (IER), and
- (iii) Human Resource Management (HRM).

The Institute plans to expand its Master's in Public Affairs degree program in 3 more new areas:

- a) Public and Private Financial Management,
- b) Project Management, and
- c) Procurement and Supply Chain Management.

The duration of the Master's programs in the Institute was initially one year. In 2007, the period was extended to 18 months to bring it up to the international standard and to allow sufficient time to the students to write a research/term paper.

The Institute is the brainchild of a few distinguished members of the civil service, both retired and active, led by the former cabinet secretary, the late Mr. M. Mahbubuzzaman. The idea of establishing an institute for higher studies for the members of the civil service in Bangladesh was

felt for long for a number of reasons. With the increasing size of civil service in Bangladesh, effective management of the public service has increasingly become knowledge bound, skill intensive and complex. But opportunities and exposure to systematic and comprehensive in-service training and higher studies in particular both at home and abroad continue to be limited. Facilities for higher studies for the executives particularly on public policies and governance were non-existent in the country.

The Institute aims at meeting the needs of higher studies of the executives of the civil service and private sector including those of the third sector entities (NGOs) who do not obtain a chance for higher studies abroad but have sound academic background and potentiality, and are keen to improve their knowledge and performance. This aim is derived from the understanding that the Institute has a responsibility to create a critical mass needed for improving the degree of efficiency in the delivery of services and improving the quality of policy analysis and governance in general. By providing a co-learning environment for executives from different professional sectors in the society, strengthening of public and private partnership as well as promotion of a sense of mutual recognition, so essential for holistic development in a market-driven economy, is envisaged.

BIGM is an Institute with a difference. The courses here are designed to cope with the emerging socio-economic challenges faced by the professionals of both public and private sectors and relevant to their service and work situation at home and abroad so that these professionals can effectively deal with both national and international issues confronting them. In this era of globalization, business has become more complicated. Hence, the courses are designed to prepare executives to use the tools of analysis and strategic management in order to successfully perform. The courses offer a blend of theory and practice and emphasize experimental and professional learning.

The campus of the Institute is spacious and eco-friendly with extrusive greenery. It is fully digitized with latest e-technologies. Already, admission to the Institute has been made on-line.

Wi-i connection is available in the campus. Facilities like e-library and e-journals are being developed. A spacious computer lab furnished with the latest hardware and software is available for the students as well as the faculty for both training and research activities. There is a spacious cafeteria and a faculty lounge for sharing views and experiences.

# 2.

## VISION, MISSION, OBJECTIVES

### VISION:

BIGM envisages to become a premium knowledge hub by adding value in teaching, training and research regarding policy, governance and development to serve the interest of the country and its people.

### MISSION:

The Institute intends to enhance the capacity of the executives of both public and private sectors by:

1. strengthening their knowledge, skills, insights and positive attitude;
2. sharpening their professionalism and critical thinking capabilities, and
3. inculcating in them commitment and strategic policy leadership through post-graduation level professional education, cutting-edge research, and higher level training.

### OBJECTIVES:

- To facilitate the sustainable growth and development of Bangladesh through human resources development—imparting and transferring appropriate skills, providing the right leadership and the art of management of a global standard;
- To train the public and private sector executives, including NGOs to enable them to perform their functions efficiently;
- To offer Masters and PhDs in social sciences and areas relevant to the public service and conduct research activities in key areas of public administration, management and development;
- To organize different programs for foreign partnership with national and international institutes/universities;
- To build commitment and strategic capacity in governance, leadership, public administration and management;
- To strengthen the knowledge-base of the executives of the civil services and private sectors so that they can apply modern methods and techniques of management and development administration in actual practice;
- To assist both public and private sectors in formulation and implementation of policies on governance and development;
- To help implement reforms in administration to bring about people-oriented positive change in the public and corporate domains;
- To give policy inputs to both government and non-government entities on national and international issues, and act as a “Think Tank” for the society.

# 3.

## ACADEMIC PROGRAMS

### Master's in Public Affairs

Governance and Public Policy (GPP)

International Economic Relations  
(IER)

Human Resource Management  
(HRM)

#### Duration

18 months (4 Semesters)

#### Class Timing

Classes are generally held on Saturdays (13:30-21:30), Sundays (18:30-21:30). In case of necessity, classes may be held on other days also.

#### Option 1

4 semesters (42 credits) coursework plus term paper writing (3 credits), Total 45 credits

#### Option 2

4 semesters (36 credits) coursework plus thesis writing (9 credits), Total 45 credits

# 4.

## COURSE PLAN

### Governance and Public Policy (GPP) International Economic Relations (IER)

First year			Second year	
First Semester	Second Semester	Third Semester	Fourth Semester	
1 non-credit course + 3 courses with 3 credit each  9 credit	4 courses  12 credits	4 courses  12 credits	Option: I  3 courses of 9 credits + Term paper (3 credit). Submission of Term paper of 3 credits within the end of 4 <sup>th</sup> semester.  Option: II  1 course of 3 credit + Thesis (9 credits). Submission of Thesis of 9 credits within three months of the end of 4 <sup>th</sup> semester.	Total 18 months  45 credits  Total 18 months  45 credits

### Human Resource Management (HRM)

First year			Second year	
First Semester	Second Semester	Third Semester	Fourth Semester	
4 courses  12 credits	4 courses  12 credits	4 courses  12 credits	Option: I  2 courses of 6 credit + Term paper (3 credits). Submission of Term paper of 3 credits within the end of 4 <sup>th</sup> semester.  Option: II  Thesis (9 credits). Submission of Thesis of 9 credits within the end of 4 <sup>th</sup> semester.	Total 18 months  45 credits  Total 18 months  45 credits

# 5.

## COURSE EVALUATION

The grade in a course will be based on an overall evaluation of a student's performance throughout the semester in assignments, examinations, quizzes, term papers, project work, class attendance and participation. The students will be evaluated on the basis of the following items:

Attendance and Participation	10%
Group Assignment	10%
Individual Assignment	10%
Mid-Term Examination	20%
Final Examination	50%
Total	100%

Depending on the nature of the course, minor modifications can be made by the respective course instructor(s), provided it is incorporated in the course outline. Mid-term examination and final examination will be held on the pre-announced dates. Numerical scores earned by the students in tests, exams, and assignments will be cumulated and converted into letter grades at the end of the semesters.

# 6.

## ATTENDANCE REQUIREMENTS

A student shall have to attend at least 75% of the classes held in a course. Anybody whose attendance is less than 60% will not be allowed to sit for the final examination and will be deemed to have discontinued the course(s). Whose attendance falls below 75% but not below 60% may appear in the examination on payment of a non-collegiate fee as may be prescribed by the University of Dhaka from time to time.

# 7.

## GRADING

Letter Grades shall be used to assess the performance of a student in a course of which A+, A, A-, B+, B, B-, C+, C and D are considered passing grades, F is the failing grade.

The numerical equivalence of the grades as used by the Institute in calculating CGPA is as follows:

Numerical Marks	Letter Grade	Grade Points
80 and above	A +	4.00
75 to less than 80	A	3.75
70 to less than 75	A -	3.50
65 to less than 70	B +	3.25
60 to less than 65	B	3.00
55 to less than 60	B -	2.75
50 to less than 55	C +	2.50
45 to less than 50	C	2.25
40 to less than 45	D	2.00
Less than 40	F	0.0
	I	Incomplete
	W	Withdrawn

## 8.

### TERM PAPER AND THESIS REQUIREMENTS

The schedule of the last (4<sup>th</sup>) semester will include dates for submission of the term paper and thesis. Those who will fail to submit the term paper or thesis on time will be deemed to have failed and the result sheet will show as fail. However, students could re-engage with the term paper/thesis in the corresponding semester of the next session.

## 9.

### COURSE POLICIES

- Students need to obtain CGPA of 2.25 for enrolment in the next/subsequent semester.
- Students are encouraged to contact the Instructor in case of any difficulty relating to course content.
- A student who wishes to write a thesis must obtain a CGPA of 3.5 in the first three semesters and the thesis must be completed within the three months of the end of the 4<sup>th</sup> semester.
- There is no permission for makeup examinations.
- Students need to follow BIGM Rules regarding the term paper/thesis submission (see website).
- Any unfair means will be severely dealt with. Students are reminded of the BIGM Policy on 'Dealing with Cheating and Plagiarism'.

# 10. A

## ACADEMIC PROGRAM DESCRIPTION

### 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 including the emerging disciplines so that the students can pursue their studies in accordance with their academic interests and career objectives.

A student is required to take 45 credit hours comprising 14 courses of 3 credit hours each and a term paper of 3 credit hours. Those who desire to write a thesis are required to take 12 courses of 3 credit hours each, a thesis carrying 9 credits.

## **PREPARATORY COURSES**

- English for Professionals GPP-PC-104

## **CORE COURSES (Among the following, 7**

**Core Courses will be offered.)**

- Governance and Public Policy **GPP-CC-501**
- Major Schools of Development Thought **GPP-CC-502**
- Leading Issues of Governance in Bangladesh **GPP-CC-503**
- Strategic Management and Leadership **GPP-CC-504**
- Important Laws: Constitutional Laws, Jurisprudence, Administrative Laws, International Laws **GPP-CC-505**
- Local Government: Decentralization, Devolution **GPP-CC-506**
- Public Policy Analysis **GPP-CC-507**
- Human Resource Management **GPP-CC-508**
- Principles, Practices and Dynamics of Research Management **GPP-CC-509**
- Budgeting and Management of Public Resources **GPP-CC-511**
- Fundamental of Economics **GPP-CC-520**
- Fundamental of Public Administration and Political Science **GPP-CC-521**

## **ELECTIVE COURSES (Among the following, 7 Elective Courses will be offered.)**

Elective Courses may be clustered into four broad areas as below:

### **Group A: Policy Issues**

- Environmental Management and Sustainable Development **GPP-EC-601**
- International Governance and Cooperation **GPP-EC-602**
- Current Issues in Globalization **GPP-EC-603**
- Globalization and the New Economic Order **GPP-EC-604**
- Political Economy of Poverty and Inequality **GPP-EC-605**
- Financial Management **GPP-EC-612**
- Project Development and Management **GPP-EC-614**

### **Group B: Enhancing Performance**

- E-governance and IT **GPP-EC-631**

### **Group C: Building Partnership**

- Public-Private Partnership **GPP-EC-651**
- NGOs as Development Partners **GPP-EC-652**
- Land Management **GPP-EC-653**

### **Group D: Accountability**

- Ethics and Anti-corruption **GPP-EC-671**
- Gender, Diversity and Governance **GPP-EC-672**
- Human Rights and Social Justice **GPP-EC-673**
- Term paper **GPP EC 699**
- Thesis **GPP EC 799**

# 10.B

## ACADEMIC PROGRAM DESCRIPTION International Economic Relations

MPA in International Economic Relations is designed to prepare the executives of both public and private sectors 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 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.

A student is required to take 45 credit hours comprising 14 courses of 3 credit hours each and a term paper of 3 credit hours. Those who desire to write a thesis are required to take 12 courses of 3 credit hours each, a thesis carrying 9 credits.

### PREPARATORY COURSES

- English for Professionals **IER-PC-104**

### CORE COURSES (Among the following, 10 Core Courses will be offered.)

- International Economics: Theoretical Approaches and Conceptual Clarity **IER-CC-501**
- Economics for Public Policy and Program Administration **IER-CC-502**
- Negotiation and Conflict Management **IER-CC-503**
- Budgeting and Management of Public Resources **IER-CC- 504**
- Project Development and Management **IER-CC- 505**
- Institutions, Institutional Change and Economic Performance **IER-CC- 506**
- Economic Resources: Institutions, Think Tanks and Universities **IER-CC-507**
- Microeconomics **IER-CC-508/A**
- Macroeconomics **IER-CC-508/B**
- WTO and International Trade **IER-CC- 509**
- Technology Transfer **IER-CC- 510**
- Environmental Economics and Policy **IER-CC- 511**
- Economic Diplomacy **IER-CC- 512**
- Principles, Practices and Dynamics of Research Management **IER-CC-513**
- Fundamental of Economics **IER-CC-520**
- Fundamental of Public Administration and Political Science **IER-CC-521**

### ELECTIVE COURSES (Among the following, 4 Elective Courses will be offered.)

Elective Courses may be clustered into four broad areas as follows:

#### Group A: Policy Issues

- Financial Management **IER-EC-612**
- Public Policy Analysis **IER-EC-601**
- Environmental Management and Sustainable Development **IER-EC-602**
- Issues of International Governance and Cooperation **IER-EC-603**
- Current Issues in Globalization (Globalization and new economic order) **IER-EC-604**
- Globalization: Its Impact **IER-EC-605**
- Political Economy of Poverty and Inequality **IER-EC-606**
- Banking and Monetary Management **IER-EC-607**

#### Group B: Enhancing Performance

- E-governance and IT **IER-EC-631**

#### Group C: Building Partnership

- Public-Private Partnership **IER-EC-641**
- NGOs as Development Partners **IER-EC-652**
- Land Management **IER-EC-653**

#### Group D: Accountability

- Ethics and Anti-corruption **IER-EC-681**
- Gender, Diversity and Governance **IER-EC-682**
- Human Rights and Social Justice **IER-EC-683**
- Term paper **IER EC 699**
- Thesis **IER EC 799**

# 10.C

## ACADEMIC PROGRAM DESCRIPTION

### Human Resource Management

Master's in Human Resource Management is designed to enhance knowledge, skills and related capabilities of public, private and NGO/CSO officials to confront the complexities of human resource development in an increasingly globalized environment. In addition to preparatory and core subjects, the program offers a range of elective courses so that the students can pursue their studies in accordance with their academic interest and career objectives.

A student is required to take 45 credit hours comprising 14 courses of 3 credit hours each and a term paper of 3 credit hours. Those who desire to take a thesis are required to take 12 courses of 3 credit hours each, a thesis carrying 9 credits.

#### PREPARATORY COURSES

- English for Business Communication (HRM-PC-401)
- Fundamentals of Management (HRM-PC-402)
- Fundamentals of Economics (HRM-PC-403)
- Research Methodology (HRM-PC-404)

#### CORE COURSES (All the following courses will be offered.)

- Human Resources Management (HRM-CC-501)
- Organizational Behavior and Development (HRM-CC-502)
- Strategic Management and Leadership (HRM-CC-503)
- Strategic Human Resource Management (HRM-CC-504)
- Employee Training and Development (HRM-CC-505)
- Conflict Management and Negotiation (HRM-CC-506)
- Business Ethics and Anti-corruption Measures (HRM-CC-507)
- Strategic Human Resource Planning (HRM-CC-508)

#### ELECTIVE COURSES (Four courses will be offered from the following elective courses.)

- International Human Resource Management (HRM-EC-601)
- Employment and Labor Laws in Bangladesh (HRM-EC-602)
- Corporate Governance (HRM-EC-603)
- Employment Relation and Compensation Management (HRM-EC-604)
- Globalization and Management Challenges (HRM-EC-605)
- Human Resources Management Information Systems (HRM-EC-606)

#### RESEARCH PAPER

- Term paper (HRM CC 609); or
- Thesis (HRM CC 901)

# 11. SEMESTER WISE COURSE LIST

First Semester	<u>Governance and Public Policy</u>	<u>International Economic Relations</u>	<u>Human Resource Management</u>
	<ol style="list-style-type: none"> <li>1. Fundamentals of Political Science and Public Administration</li> <li>2. Research Methodology</li> <li>3. Fundamentals of Economics</li> <li>4. English for Professionals</li> </ol>	<ol style="list-style-type: none"> <li>1. Fundamentals of Economics</li> <li>2. Fundamentals of Political Science and Public Administration</li> <li>3. Research Methodology</li> <li>4. English for Professionals</li> </ol>	<ol style="list-style-type: none"> <li>1. Fundamentals of Economics</li> <li>2. Fundamentals of Management</li> <li>3. Research Methodology</li> <li>4. English for Business Communication</li> </ol>
Second Semester	<ol style="list-style-type: none"> <li>1. Poverty Alleviation</li> <li>2. Environmental Management and Sustainable Development</li> <li>3. Ethics &amp; Anti-corruption</li> <li>4. Governance and Public Policy</li> </ol>	<ol style="list-style-type: none"> <li>1. Microeconomics</li> <li>2. Environmental Management and Sustainable Development</li> <li>3. Banking and Monetary Management</li> <li>4. Current Issues in Globalization</li> </ol>	<ol style="list-style-type: none"> <li>1. Human Resource Management-</li> <li>2. Organizational Behavior and Development</li> <li>3. Strategic Management</li> <li>4. Employee Training and Development</li> </ol>
Third Semester	<ol style="list-style-type: none"> <li>1. Strategic Management and Leadership</li> <li>2. Public Private Partnership</li> <li>3. Budgeting and Management of Public Resources</li> <li>4. Public Policy Analysis</li> </ol>	<ol style="list-style-type: none"> <li>1. Economic Diplomacy</li> <li>2. WTO and International Trade</li> <li>3. Budgeting and Management of Public Resources</li> <li>4. Macroeconomics</li> </ol>	<ol style="list-style-type: none"> <li>1. Conflict Management and Negotiation</li> <li>2. Business Ethics and Anti-corruption Measures</li> <li>3. Strategic Human Resource Planning</li> <li>4. Strategic Human Resource Management</li> </ol>
Fourth Semester	<ol style="list-style-type: none"> <li>1. Human Rights and Social Justice</li> <li>2. E-governance and IT</li> <li>3. Project Development and Management</li> <li>4. Term paper; or Thesis</li> </ol>	<ol style="list-style-type: none"> <li>1. International Economics</li> <li>2. E-governance and IT</li> <li>3. Project Development and Management</li> <li>4. Term paper; or Thesis</li> </ol>	<ol style="list-style-type: none"> <li>1. Employment and Labor Laws in Bangladesh</li> <li>2. Employment Relation and Compensation Management</li> <li>3. Term paper; or Thesis</li> </ol>

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## CD 1 Course Title **Fundamentals of Economics**

Course Number GPP-CC-520/ IER-CC-520

Offered for *Governance and Public Policy; International Economic Relations; Human Resource Management*

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

### **Course Description**

The course introduces basic economic concepts, theories and, practices to prepare the students for later courses. The course is organized around two broad classifications of economics: microeconomics and macroeconomics. It would focus on the economy as a system and its component parts.

### **Major Course Contents**

- Basic economic concepts: markets and government in a mixed economy; basic elements of supply and demand
- Microeconomics (supply, demand, and product markets): Price elasticity of supply and demand; demand and consumer behavior; production and business organization; economic analysis of production costs; perfectly competitive markets; imperfect competition; monopoly; oligopoly; monopolistic competition
- Microeconomics (factor markets): Market determination of income, the labor market; the land market; the capital market
- Macroeconomics: Measuring economic activity; consumption, savings and investment; business fluctuations and aggregate demand; multiplier model; financial system and money markets; central banking and monetary policy

### **Reading Materials**

Samuelson, P., & Nordhaus, W. (2010). Economics (19th ed.). New York, NY: McGraw-Hill.

Lipsey, R., & Chrystal, A. (2020). Economics (14th ed.). Oxford, UK: Oxford University Press.

Begg, D. K. H., Dornbusch, R., & Fischer, S. (2008). Economics (9th ed.). London, UK: McGraw-Hill.

**CD 2 Course Title    Fundamentals of Political Science and Public Administration**

Course Number    GPP-CC-521/ IER-CC-521

Offered for    *Governance and Public Policy; International Economic Relations*

Prerequisite(s)    None

Number of Sessions    1.5 hours/session x 25 sessions

Number of Presentation(s)    Equivalent to 2 classes

**Course Description**

This course will explore the theoretical underpinnings that have shaped public administration and political science and will examine the changing environment and emerging challenges of the 21st century.

**Major Course Contents**

- Major school of thoughts in political science
- Comparative politics
- Constitutional developments
- Paradigms of public administration
- Public administration in the developing countries
- Perspectives on bureaucracy
- Public organizations in a state of flux
- Core issues in public administration
- Administrative reforms
- Ethics in administration

**Reading Materials**

The Constitution of the People's Republic of Bangladesh (1972).

Henry, N. (2018). (13th ed.). Oxfordshire, UK: Routledge.

Riggs, F. W. (1964). Administration in developing countries: The theory of prismatic society. Boston: Houghton Mifflin Company.

Kettl, D. F. (2002). The transformation of governance: Public administration for twenty-first century America. Baltimore, MD: Johns Hopkins University Press.

## CD 3 Course Title Research Methodology

Course Number GPP-CC-509/ IER-CC-513

Offered for *Governance and Public Policy; International Economic Relations; Human Resource Management*

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

### Course Description

The objective of the course is to familiarize the students with the standard research methodology. The course will enable students to formulate and conduct research in diverse fields of work. Both manual and computer-based techniques are taught.

### Major Course Contents

- Introduction to research methodology: defining the research problem
- Research design: Sampling design; criteria of selecting a sampling procedure; characteristics of a good sampling design
- Methods of data collection: collection of primary data; interview method; observation method; development of questionnaire and pre-testing; collection of secondary data
- Processing and analysis of data
- Report writing: Prefacing, abstract writing, report structuring, referencing, bibliography, footnote, etc.

### Reading Materials

Cooper, D. R., & Schindler, P.S. (2003). Business Research Methods (8th ed.). Boston, MA: McGraw-Hill.

Dooley, D. (2001). Social research methods (4th ed.). Upper Saddle River, NJ: Prentice Hall.

Kothari, C. R. (2004). Research methodology: Methods & techniques (2nd ed.). New Delhi, India: New Age International Ltd.

Kerlinger, F. N., & Lee, H. B. (2000). Foundations of behavioral research (4th ed.). Fort Worth, TX: Harcourt College Publishers.

## CD 4 Course Title English for Professional

Course Number GPP-PC-104/ IER-PC-104

Offered for *Governance and Public Policy; International Economic Relations*

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

### Course Description

The course is designed to master the techniques for communicating effectively in management. The course focuses on basic communication approaches, application of functional English in speaking and writing and techniques of effective communication through business letters, reports and so forth. The course also prepares students with technology-enabled communication in business environment.

### Major Course Contents

- Communication: Understanding business communication in today's workplace; understanding intrapersonal and interpersonal communication; communication process/non-verbal communication; perception (the process of understanding); persuasion approaches in communication; organizational communication; communication apprehension; adaptation and selection of words
- Writing process: Construction of clear sentences/ paragraphs; techniques of writing memos, notices, minutes, email messages and web notes; basics of report writing
- Public speaking: Cross-cultural communication; technology-enabled communication
- Business research methods

### Reading Materials

Locker, K., Mackiewicz, J., Aune, J., & Kienzler, D. (2019). Business and administrative communication (4th ed.). New York, NY: McGraw Hill.

Lesikar, R. V., & Pettit, J. D. (1994). Business communication: Theory and application (7th ed.). Notre Dame, IN: University of Notre Dame Press.

Taylor, S. (2012). Model business letters, emails and other business documents. New York, NY: Pearson.

Boone, L. E., Kurtz, D. L., & Block, J. R. (1996). Contemporary business communication (2nd ed.). Englewood Cliffs, NJ: Prentice Hall.

## CD 5 Course Title Governance and Public Policy

Course Number GPP-CC-501

Offered for *Governance and Public Policy*

Prerequisite(s) Fundamentals of Public Administration and Political Science (GPP-CC-521/ IER-CC-521)

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

### Course Description

The objective of the course is to familiarize the students with the concepts of governance and public policy to understand governance issues, as well as economic, political and social factors which shape the policy process and its outcomes.

### Major Course Contents

- Introduction: Defining governance and public policy
- Institutional quality needed for public policy making and ensuring good governance
- Governance and public sector reforms
- Corporate governance, financial accountability and management of NGOs
- Media and governance
- Governance and the Sustainable Development Goals (SDGs)
- Emerging challenges in governance
- Analytical framework for researching governance
- Research instruments to be developed for benchmarking state of governance

### Reading Materials

Kjaer, A. M. (2004). (Cambridge: Polity Press, 2004). Cambridge, UK: Polity Press.

Peters, B. G., & Pierre, J. (1998). Governance without government?: Rethinking public administration.  
Journal of Public Administration, 8(2), 223-243.

Stone, D. (2011). Policy paradox: The art of political decision making (3rd ed.). Hoboken, NJ: Wiley.  
United Nations Department of Economic and Social Affairs. (2007). Governance for the Millennium  
Development Goals: Core issues and good practices. New York, NY: United Nations.

## CD 6 Course Title Poverty Alleviation

Course Number GPP-EC-605

Offered for *Governance and Public Policy*

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

### Course Description

The national, regional as well as international perspective of poverty and inequality will be discussed. Various issues and debates relating to poverty and inequality reduction programs will be discussed. The policies and strategies prescribed by development experts and followed by national and international organizations and governments will be reviewed highlighting their merits and demerits.

### Major Course Contents

- Poverty and inequality: Definitions and dimensions; determinants and causes; measurements of poverty and inequality; economics of poverty and inequality
- Framework for poverty reduction
- Poverty, inequality, and human rights
- International factors in reducing poverty and inequality
- Global initiatives for poverty reduction through MDGs; transition to SDGs
- Historical perspectives of poverty and inequality in Bangladesh
- Policies, strategies, and programs of social protection in Bangladesh

### Reading Materials

- Haughton, J., & Shahidur R. Khandker. (2009). *Handbook on poverty and inequality*. Washington, DC: World Bank.
- Piketty, T. (2017). *Capital in the twenty-first century*. Cambridge, MA: Harvard University Press.
- Bangladesh Planning Commission. (2015). BIGM, Academic, Poverty Alleviation. Dhaka, Bangladesh: Bangladesh Planning Commission.
- Bangladesh Planning Commission. (2015). *National Social Security Strategy (NSSS) of Bangladesh*. Dhaka, Bangladesh: Bangladesh Planning Commission.
- Sachs, J. D. (2005). *The end of poverty: Economic possibilities for our time*. New York, NY: The Penguin Press.

## CD 7 Course Title Ethics and Anti-corruption

Course Number GPP-EC-605

Offered for *Governance and Public Policy; International Economic Relations*

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

### Course Description

In this course, the ethics component is intended to provide an overview of the nature and different forms of ethics, its dimensions, the relationship between ethics and morality and issues involved in maintaining ethical standards in human life. The anti-corruption component is intended to make the students familiar with the nature and extent of corruption and its adverse impact on the economy and the people.

### Major Course Contents

Ethics Component	Anti-corruption Component
● Why should we be moral/ ethical?	● Definition and nature of corruption
● Sources and criterion of morality	● Typology and causes of corruption
● Utilitarianism as a moral standard	● Corruption and its effects
● Justice as a moral standard	● Strategies for combating corruption
● Perfectionisms as a moral standard	● Corruption scenario in Bangladesh
● Ethics: Core and virtue ethics; Environmental ethics; administrative ethics; gender ethics	● Legal framework of anti-corruption in Bangladesh
	● Anti-corruption initiatives: Bangladesh; Asian experiences

### Reading Materials

Hough, D. (2013). *Corruption, anti-corruption and governance*. New York, NY: Macmillan.

Miller, S. (2016). *Corruption and anti-corruption in policing: Philosophical and ethical issues*. New York, NY: Springer.

## CD 8 Course Title Microeconomics

Course Number IER-CC-508/A

Offered for *International Economic Relations*

Prerequisite(s) Fundamentals of Economics (IER-CC-520)

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

### Course Description

This course aims to help the students to build a solid understanding on the basic principles and the methodology of how economists analyze problems. The course sets out to explain how a modern economy functions including major economic problems.

### Major Course Contents

- Major issues of microeconomics
- Applied topics of demand and supply, linear and non-linear estimation
- Theory of firm and expansion path scenarios
- Production, cost and revenue functions, linear and non-linear functions
- Monopolistic competition and its control mechanism
- Economics of inventory
- Introduction to input-output analysis
- Applied topics in input-output analysis as used in Bangladesh
- Constrained linear programming
- Game theory and its applications to situations in Bangladesh

### Reading Materials

Koutsoyiannis, A. (1979). Modern microeconomics (2nd Ed.). New York, NY: Macmillan Education.

Chiang, A. C., & Wainwright, K. (2005). Fundamental methods of mathematical economics. Boston, MA: McGraw-Hill/Irwin.

Mankiw, N. G. (2012). Principles of economics (7th ed.). Stamford, CT: Cengage Learning.

Lipsey, R. G., Forrest, D., & Olsen, W. (2003). An introduction to positive economics (10th ed.). Oxford, UK: Oxford University Press.

Begg, D., Fischer, S., & Dornbusch, R. (2003). Foundations of economics. London, UK: McGraw-Hill Education.

## CD 9 Course Title Macroeconomics

Course Number IER-CC-508/[To be filled]

Offered for *International Economic Relations*

Prerequisite(s) Fundamentals of Economics (IER-CC-520)

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

### Course Description

This course covers the current issues of utmost concern to the policy makers. The focus will be placed on understanding the two real sector markets, e.g. the commodity market and labor market, as well as the three financial sector markets, money market, bond market, and the foreign exchange market.

### Major Course Contents

- Major macroeconomic issues and policies
- Consumption function, multiplier, and its truncation
- Contemporary theories of consumption function - Irving Fisher's inter-temporal, permanent income, life cycle, random walk, instant gratification etc.
- Commodity and money market interactions with macroeconomic policy implications
- Capital budgeting techniques
- Analysis of risks and returns in investment
- Capital asset pricing model and its economic implications
- Sustainable growth model and macroeconomic growth rates
- Business cycle and policy implications
- Role of government in market economy

### Reading Materials

Mankiw, N. G. (2009). *Principles of macroeconomics*. Mason, OH: South-Western Cengage Learning.  
Carlin, W., & Soskice, D. (2005). *Macroeconomics: Imperfections, institutions, and policies*. Oxford, UK: Oxford University Press.

Stiglitz, J. E., & Rosengard, J. K. (2015). *Economics of the public sector*. New York, NY: W.W Norton.  
Ahmed, S. (Ed.). (2005). *Transforming Bangladesh into a middle income economy*. Delhi, India: Macmillan India Ltd.

## CD 10 Course Title International Economics

Course Number IER-CC-508/B

Offered for *International Economic Relations*

Prerequisite(s) Microeconomics and Macroeconomics (IER-CC-508/A)

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

### Course Description

The objective of the course is to introduce students to both classical and modern theories of international trade in goods and services, as well as empirical research on trade. A substantial fraction of the course is dedicated to examination of efficient trade policies.

### Major Course Contents

- International trade theory: An overview of world trade; labor productivity and comparative advantage; specific factors and income distribution; resources and trade (the Heckscher-Ohlin Model, the standard trade model); external economies of scale and the international location of production; firms in the global economy (export decisions, outsourcing)
- International trade policy: the instrument of trade policy; the political economy of trade policy; trade policy in developing countries; controversies in trade policy
- Exchange rates and open-economy macroeconomics: National income accounting and the balance of payments; exchange rates and the foreign exchange market (an asset approach); money, interest, and exchange rates; price levels and the exchange rate in the long run; output and exchange rate in the short run; fixed exchange rates and foreign exchange intervention
- International macroeconomic policy: Optimum currency areas and the European experience; Financial globalization (opportunity and crisis); developing countries (growth, crises, and reform)

### Reading Materials

Krugman, P. R., Obstfeld, M., & Melitz, M. (2018). International economics: Theory and policy (11th ed.). New York, NY: Pearson.

## CD 11 Course Title Current Issues in Globalization

Course Number IER-EC-604

Offered for *International Economic Relations*

Prerequisite(s) Fundamentals of Economics (GPP-CC-520/ IER-CC-520),  
Fundamentals of Political Science and Public Administration (GPP-  
CC-521/ IER-CC-521)

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

### Course Description

The objective of the course is to provide an in-depth analysis of the different dimensions of globalization. The impact of globalization will be discussed in the national, regional, and international contexts.

### Major Course Contents

- Introduction: Globalization; economic globalization; debate around the pros and cons of globalization
- Globalization – Positive dimensions of trade: Determinants; exports; imports
- Capital flows: Determinants of capital flows; FDI flows; non-FDI flows
- Labor flows: Labor movement; remittances; employment; brain drain
- Globalization – risks: Industrial restructuring and transition costs; vulnerabilities to shifts in external demand; reversal of FDI flow and other fund flows; contagion effect and the recent global crisis
- Bangladesh experience
- Successful integration requirements

### Reading Materials

Kirkbride, P., & Ward, K. (Eds.). (2001). Globalization: The internal dynamic. New York, NY: Wiley.

Stiglitz, J. E. (2002). Globalization and its discontents. New York, NY: W.W. Norton.

Mittelman, J. H. (2000). The Globalization syndrome: Transformation and resistance. Princeton, NJ: Princeton University Press.

Hossain, M. D. (n.d.). Globalization and new regionalism in South Asia: Issues and dynamics. Dhaka, Bangladesh: AM Development Publishing House.

## CD 12 Course Title Project Development and Management

Course Number IER-CC-508/GPP-EC-614

Offered for *Governance and Public Policy; International Economic Relations*

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

### Course Description

The course aims to describe roles and responsibilities of project managers across the project life cycle; define and develop the foundations of a project plan, including the project requirements, document, work breakdown, structure, cost, schedule, and resources; manage and control the project against the baseline, close out a project effectively.

### Major Course Contents

- Development planning in the GOB system
- Fundamentals of project, development project and project management
- Problem identification
- Risk analysis including risk management plan and SWOT; domain analysis
- Feasibility study and project selection
- Project planning, proposal preparation and approval process
- Project implementation
- Project liquidation/closeout: Administrative and financial
- Major issues of project management
- Critical success factors for project management

### Reading Materials

Project Management Institute. (2017). A guide to the project management body of knowledge (6th ed.).  
Newtown Square, PA: Project Management Institute.

Lewis, J. P. (2007). Fundamentals of project management (3rd ed.). New York, NY: American Management Association.

## CD 13 Course Title Strategic Management and Leadership

Course Number GPP-CC-504

Offered for *Governance and Public Policy*

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

### **Course Description**

The core objective of this course is to help students to develop strategic management competency and corporate leadership aimed at enhancing cumulative corporate efficacy.

The course is divided into two components: Strategic management and leadership.

#### Component 1: Strategic management

The purpose of this module is to enhance ability of the students to do the job of a general manager responsible for strategic performance, specifically, to integrate the different functional areas of business (e.g., finance, human resources, information systems, marketing, operations management, etc.) into a cohesive whole. The challenge is not only in identifying weaknesses and threats that firms face, but to appreciate the strengths of the firm and anticipate opportunities in the external environment.

#### Component 2: Leadership

The module is about leadership in organization. The primary focus is on managerial leadership as opposed to political or social leadership. The module would survey the major theories and research findings on leadership and managerial effectiveness in formal organizations.

### **Major Course Contents**

1. Strategic management	2. Leadership
● Overview of strategic management	● Nature of managerial leadership
● Nature of strategic management	● Managerial traits and skills
● Strategy formulation	● Nature of managerial work
● Business vision and mission	● Effective leadership behavior
● External assessment	● Power and influence
● Internal assessment	● Charismatic and transformational leadership
● Setting long-term objectives and alternative strategies	● Leading change in organizations
● Strategy analysis and choice	● Leadership in teams and decision groups

<ul style="list-style-type: none"> <li>● Strategy implementation</li> <li>● Strategy review, evaluation and control</li> </ul>	<ul style="list-style-type: none"> <li>● Strategic leadership by executives</li> <li>● Developing leadership skills</li> <li>● Gender, diversity, cross-cultural and ethical leadership</li> </ul>
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### **Reading Materials**

- David, F. R. (2007). Strategic management: Concepts and cases (13th Ed.). Upper Saddle River, NJ: Pearson Education, Inc.
- Thompson, A., Peteraf, M., Gamble, J., & Strickland, A. (2020). Crafting & executing strategy: Concepts and cases (22nd ed.). New York, NY: McGraw-Hill.
- Yukl, G. A. (2013). Leadership in organizations (8th Ed.). New York, NY: Pearson.
- Northouse, P. G. (2010). Leadership: Theory and practice. Thousand Oaks, CA: Sage.

## CD 14 Course Title Public Private Partnership

Course Number GPP-EC-651/ IER-EC-641

Offered for *Governance and Public Policy; International Economic Relations*

Prerequisite(s) Fundamentals of Economics (GPP-CC-520/ IER-CC-520)

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

### Course Description

The course would prepare the students to carry forward the PPP tasks ensuring efficiency, efficacy, transparency, and accountability. The course will steer students through PPP areas such as rationale and contractual options, PPP types and models, project feasibility study, financial modelling and sourcing of PPP projects, procurement process, risk analysis, contract management, and monitoring and evaluation.

### Major Course Contents

- PPP concepts as well as developing, structuring, and procuring PPP projects
- Feasibility study of PPP projects
- Financial modeling of PPPs
- Risk identification, allocation, and mitigation
- Institutional and legal frameworks for PPP in Bangladesh
- PPP management
- Environmental and social impacts of PPP projects
- Present status of PPP in Bangladesh

### Reading Materials

Akintoye, A., & Beck, M. (Eds.). (2009). *Policy, management and finance of public-private partnerships*. Hoboken, NJ: Wiley-Blackwell.

Bangladesh Public-Private Partnership Act, 2015 (2015).

Yescombe, E. R. (2007). *Public-private partnerships: Principles of policy and finance*. Amsterdam, Netherlands: Elsevier Ltd.

Akintoye, A., Beck, M., & Hardcastle, C. (Eds.). (2003). *Public-private partnerships: Managing risks and opportunities*. Hoboken, NJ: Wiley-Blackwell.

## CD 15 Course Title Environmental Management and Sustainable Development

Course Number GPP-EC-601/IER-EC-602

Offered for *Governance and Public Policy; International Economic Relations*

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

### **Course Description**

The course aims at acquainting students with the multiple channels through which environment instruments are being used to reconcile potentially conflicting concerns for environmental protection and economic development.

### **Major Course Contents**

- Conceptual framework of environment, development, and sustainable development
- Environmental issues and concerns, eco-profile of Bangladesh
- Planning process in Bangladesh, top-down and bottom-up approaches, NEMAP, SEMP, NEMAP-CHT
- Environmental plans and policies, National Environment Policy (1992) 2018
- Pitfalls of development, concept of “development disaster” with some examples
- Environmental legislation in Bangladesh, Bangladesh Environment Conservation Act 1995, Environment Conservation Rules 1997
- Environmental impact assessment (EIA) and related issues
- International environmental perspective: UNCED, Agenda 21, MDGs, WSSD
- Climate change, how Bangladesh would be affected by climate change, vulnerability and adaptation measures
- Glossary of important climate change terms
- Bangladesh Climate Change Strategy and Action Plan
- National plan of action (NAPA)/National Adaptation Plan (NAP)
- UNFCCC 1992 and Kyoto Protocol 1997 and their relevance for Bangladesh
- International scenario to climate change
- Conservation of Biodiversity and Bangladesh perspectives
- Conservation of Biological Diversity 1992, Cartagena Protocol on Biosafety 2000 and Bangladesh perspective
- Forest conservation, ecologically critical areas (ECAs), sanctuaries, national parks and game reserves, forest laws
- Management of Haors and Baors of Bangladesh: TanguaHaor
- Management of natural disaster in Bangladesh and environmental perspective

## **Reading Materials**

- Adams, B. (2019). *Green development: Environment and sustainability in a developing world* (4th ed.). Oxfordshire, UK: Routledge.
- Baland, J.-M., & Platteau, J.-P. (2000). *Halting degradation of natural resources: Is there a role for rural communities?* Oxford, UK: Oxford University Press.
- Barrow, C. (2004). *Environmental management and development*. Oxfordshire, UK: Routledge.
- Ostrom, E., Schroeder, L., & Wynne, S. (1993). *Institutional Incentives and Sustainable Development: Infrastructure Policies in Perspective*. Boulder, CO: Westview Press.
- Pearce, D. W., & Turner, R. K. (1990). *Economics of natural resources and the environment*. Baltimore, MD: John Hopkins University Press.
- Benton, T., & Redclift, M. (Eds.). (1994). *Social Theory and the Global Environment*. London, UK: Routledge.

## CD 16 Course Title Economic Diplomacy

Course Number IER-CC-512

Offered for *International Economic Relations*

Prerequisite(s) Microeconomics and Macroeconomics (IER-CC-508/A)

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

### Course Description

The aim of the course is to expose students to the concepts, actors, and practices associated with economic diplomacy. The course addresses these matters from both theoretical dimension and real-world examples. On successful completion of the course, the students should be able to demonstrate a critical understanding of economic diplomacy, its concepts, and dynamics.

### Major Course Contents

- Theoretical analysis of economic diplomacy; economic diplomacy in practice
- Economic diplomacy actors: State actors; non-state actors; international institutions
- Making government policy: A case study of the G-8, G-20
- Business in economic diplomacy
- Multi-level economic diplomacy: The case of investment
- Bilateral economic diplomacy: The United States
- Economic diplomacy in action: China's 'One Belt, One Road'; European Union; the experience of developing countries; EU international environment policy
- Governments, international financial institutions, and international cooperation
- The future of economic diplomacy and the the case for Bangladesh

### Reading Materials

Bayne, N., & Woolcock, S. (Eds.). (2016). *The new economic diplomacy: Decision-making and negotiation in international economic relations*.

Bull, H. (2012). *The anarchical society: A study of order in world politics* (3rd ed.). New York, NY: Columbia University Press.

Hajnal, P. I. (2007). *The G8 system and the G20: Evolution, role and documentation*. Oxfordshire, UK: Routledge.

Stiglitz, J. E. (2002). *Globalization and its discontents*. New York, NY: W.W. Norton.

## CD 17 Course Title Negotiation and Conflict Management

Course Number IER-CC-503

Offered for *International Economic Relations*

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

### Course Description

The aim of the course is to expose students to the state-of-the-art concepts and techniques of negotiations and conflict management so that they are able to apply those techniques to real life situations.

### Major Course Contents

- Conflict analysis: Definition, causes, types and importance
- Understanding conflict management and conflict resolution
- Negotiations: Definition, concepts, theories, and relevance
- Distributive negotiations: Major features, strategy and tactics
- Integrative/interest-based negotiations: steps and process
- Negotiations and culture: relevance of culture, linkages
- An overview of negotiation
- Communication in negotiation
- Stages in negotiation, power factor in negotiation and role of chief negotiator
- Simulation: Bilateral negotiation; multilateral negotiation

### Reading Materials

Muthoo, A. (2000). A non-technical introduction to bargaining theory. *World Economics*, 1(2), 145-166.

Webel, C., & Galtung, J. (Eds.). (2007). *Handbook of peace and conflict studies*. London, UK: Routledge.

Lewicki, R., Barry, B., & Saunders, D. (2020). *Negotiation* (8th ed.). New York, NY: McGraw Hill.

Ahmar, M. (Ed.). (2005). *Different perceptions on conflict resolution: Need for an alternative approach*.

Karachi, Pakistan: Department of International Relations.

Ahmar, M. (Ed.). (2008). *Conflict management mechanisms and the challenge of peace*. Islamabad, Pakistan: University of Karachi.

## CD 18 Course Title WTO and International Trade

Course Number IER-CC-509

Offered for *International Economic Relations*

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

### Course Description

This course is intended to expose the students to the theory and practice of world trade. Given the varied background of the students, the coverage of each topic will be broad yet at the graduate level. The students will be required to be up to speed on the readings.

### Major Course Contents

- Historic evolution of trade and the development of trade theories
- Impact of trade – welfare, and trade policy instruments
- Regionalism in trade, and free trade among SAARC countries: SAPTA; SAFTA
- Multilateral trade rules and WTO
- Multilateral trade negotiations: Trade rounds; Uruguay round
- Doha round of trade negotiations
- New issues: Environment; competition policy; intellectual property, etc.
- Other trade relevant multilateral institutions
- Bangladesh specific issues: Composition of exports &imports; ready-made garments; leather; jute; agriculture; fish; pharmaceutical products
- Trade diplomacy: Neo mercantilism

### Reading Materials

Krugman, P. R., Obstfeld, M., & Melitz, M. (2018). International economics: Theory and policy (11th ed.). New York, NY: Pearson.

Reinert, E. S. (2005). How rich countries got rich and why poor countries stay poor. New York, NY: Public Affairs.

Caves, R. E., Frankel, J. A., & Jones, R. W. (2007). World trade and payments (10th ed.). New York, NY: Pearson.

World Trade Organization. (2021). The results of the Uruguay Round of multilateral trade negotiations: The legal texts. [https://www.wto.org/english/res\\_e/publications\\_e/legal\\_texts\\_e.htm](https://www.wto.org/english/res_e/publications_e/legal_texts_e.htm)

## CD 19 Course Title Human Rights and Social Justice

Course Number GPP-EC-673/IER-EC-683

Offered for *Governance and Public Policy; International Economic Relations*

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

### **Course Description**

The objective of this course is to help students know the historical, political and philosophical components of human rights. The successful completion of the course will assist students to be aware of symbiotic connection between human rights and social justice in economic and social development and to lead the community as successful leaders, administrators and managers within the country.

### **Major Course Contents**

- Introduction &philosophical foundation: Why human rights &social justice in CSC?; historical and philosophical foundation of human rights; theories of human rights; natural law &natural rights; distinctiveness of human rights
- A brief history of evolution of human rights: Domestic origin of human rights; English experience; French experience; American experience; injustice and the new rights; access to justice
- Human rights instruments and institutions I: Human rights instruments & institutions; UN Charter & Declaration of Human Rights; decolonization & human rights; International Covenants 1966; third generation of human rights
- Human rights instruments and institutions II: European system, inter-American system; African system; role of NGO
- Right to development and human rights: Right to development-history and concept; human rights and human development; human rights and empowerment; human rights & women: CEDAW; women & development; rights of children
- Environment of human rights: State & non-state actors; environment of human rights; political & economic factors
- Legal framework – national & international
- Human rights – developed & developing countries: Human rights: Views of developed & developing countries; humanitarian intervention/ right to protect; International Criminal Court; role & jurisdiction
- National/International actors in Bangladesh: Poverty & human rights; corruption & human rights; public services and human rights; climate change & human rights
- Future directions: An overview of human rights & its implementation; bottlenecks of implementation; future directions

## **Reading Materials**

- Henkin, L. (1979). *The rights of man today*. London: Stevens.
- Zimmern, A. (1936). *The League of Nations and the rule of law 1918-1935*. London: Macmillan.
- Waldron, J. (Ed.). (1984). *Theories of rights*. Oxford, UK: Oxford University Press.
- Daniel, Y. (Ed.). (1998). *The Universal Declaration of Human Rights*.
- Eide, A., Krause, C., & Rosas, A. (Eds.). (1995). *Economic, social, and cultural rights: A textbook*. Boston, MA: M. Nijhoff Publishers.
- Henkin, L. (Ed.). (1981). *The International Bill of Rights: The covenant on civil and political rights*. New York, NY: Columbia University Press.
- Sen, A. (2009). *The Idea of Justice*. Cambridge, MA: Harvard University Press.
- Ahmed, A. (1993). *Ombudsman for Bangladesh*. Dhaka, Bangladesh: Academic Publishers.

## CD 20 Course Title e-Governance and IT

Course Number GPP-EC-631/IER-EC-631

Offered for *Governance and Public Policy; International Economic Relations*

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

### Course Description

E-governance is a rapidly growing phenomenon. It has increasing impacts on the work of public sector. This course defines e-governance in broad sense, i.e., use of information technology in the public sector. At the end of the course, the student should be able to prepare a prototype of a simple e-governance system and propose its implementation plan in the context of Bangladesh.

### Major Course Contents

- E-government initiatives in Bangladesh: Challenges and way forward
- Understanding e-government, e-Government concepts, critical success factors/building blocks
- E-government readiness: Global & Bangladesh perspectives
- Managing public data, open data & big data
- Innovation for government transformation
- Engaging citizens, service delivery multi channels & e-participation
- Financial inclusion
- E-service delivery and business process re-engineering
- ICT for Development (ICT4D) and SDGs
- E-government project management: Introduction to Excel VBA; designing forms and buttons; database/sheet design; report design

### Reading Materials

- Bhatnagar, S. (2008). E-Government: From vision to implementation - a practical guide with case studies.  
Thousand Oaks, CA: Sage.
- Hammer, M., & Champy, J. (1993). Reengineering the Corporation: A Manifesto for Business Revolution.  
New York, NY: HarperBusiness.
- Heeks, R. (2005). Implementing and managing eGovernment: An international text. London, UK: Sage.
- Manyika, J., Chui, M., Brown, B., Bughin, J., Richard Dobbs, Roxburgh, C., & Byers, A. H. (2011). Big data:  
The next frontier for innovation, competition, and productivity.  
<https://www.mckinsey.com/business-functions/mckinsey-digital/our-insights/big-data-the-next-frontier-for-innovation>
- Open Knowledge Foundation. (n.d.). The open data handbook. from  
<http://opendatahandbook.org/guide/en/>

- Shueh, J. (2014). Open data: What is it and why should you care?, from  
<https://www.govtech.com/data/got-data-make-it-open-data-with-these-tips.html>
- United Nations. (2020). United Nations e-government survey 2020: Digital government in the decade of action for sustainable development. New York, NY: United Nations.
- United Nations. (2016). The sustainable development goals report 2016  
<https://unstats.un.org/sdgs/report/2016/the%20sustainable%20development%20goals%20report%202016.pdf>
- United Nations Development Programme. (2016). Transitioning from the MDGs to the SDGs.  
<https://www.undp.org/publications/transitioning-mdgs-sdgs>

## CD 21 Course Title Local Government: Decentralization, Devolution

Course Number GPP-CC-506

Offered for *Governance and Public Policy*

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

### **Course Description**

The course will guide the students to become able to understand the basic concepts, evolution and dynamics of local government as a set of institutions.

### **Major Course Contents**

- Theories and concepts about local government
- Evolution of local government
- Urban and rural local governments
- Local governments in Bangladesh: its various phases of development
- Local government versus national government
- Role of local government in governance

### **Reading Materials**

- Rondinelli, D. A., Nellis, J. R., & Cheema, G. S. (1983). Decentralization in developing countries: A review of recent experience. Washington, DC: World Bank.
- Siddiqui, K. (2008). Local Government in Bangladesh (3rd ed.). Dhaka, Bangladesh: The University Press Limited (UPL).
- Siddiqui, K. (2004). Megacity governance in South Asia: A comparative study Dhaka, Bangladesh: The University Press Limited (UPL).
- Khan, A. A. (1989). Decentralization of rural development in Bangladesh. Bangladesh Journal of Public Administration, 3(1).

## CD 22 Course Title Budgeting and Management of Public Resources

Course Number GPP-CC-511/IER-CC-504

Offered for *Governance and Public Policy, International Economic Relations*

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

### **Course Description**

The objective of the course is to broaden the understanding of the students on issues associated with the public resource management; to enable them to appreciate the fiscal decisions at the highest policy level; and to provide tools for analyzing the impact of fiscal policy choices. The topics will be covered both for theoretical underpinning and for Bangladesh specific contexts and practices.

### **Major Course Contents**

- Fiscal policy in overall economic management
- Government budgeting and mobilization of internal resources
- Fiscal deficit, its implications, and public debt management
- Public procurement
- Mobilization of external resources
- Reforms in revenue administration and public expenditure management (PEM)
- Parliamentary oversight and the role of Supreme Audit Institution (SAI)

### **Reading Materials**

Musgrave, R. A., & Musgrave, P. B. (1989). *Public finance in theory and practice* (5th ed.). New York, NY: McGRAW-Hill.

Premchand, A. (1993). *Public expenditure management*. Washington, DC: IMF.

World Bank. (2003). *Bangladesh public expenditure review*. Washington, DC: World Bank.

Government of Bangladesh (2003). *Report of the public expenditure review*.

Government of Bangladesh (2003). *Budget documents*. Dhaka, Bangladesh: Ministry of Finance

## CD 23 Course Title Financial Management

Course Number GPP-CC-511/IER-CC-504

Offered for *Governance and Public Policy; International Economic Relations*

Prerequisite(s) Fundamentals of Economics (GPP-CC-520/ IER-CC-520)

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

### Course Description

The course aims to introduce major elements of financial management to the students so as to allow them to specialize in the area of financial decision-making, both in public and private sectors. The focus of the course will be upon understanding the investment decisions, financing decisions and asset management decision under varying degrees of operating responsibilities.

### Major Course Contents

- Importance and scope of financial management and public financial management
- Organization of the financial management function
- The time value of money
- Present and future values
- Simple and compound interest rates
- Present and future value interest factors/ curves
- Valuation of public/ private financial instruments
- Types of public and private loans and advances
- Annuities and perpetuities
- Amortizing a public /private loan
- Risk and uncertainty in public and private sectors
- Measuring risks of public and private sector financial activities
- Concept of probability distribution
- Portfolio risk
- Tools of financial analysis and planning
- Balance sheet ratios
- Income statement ratios
- Du Pont approach
- Tools of financial analysis and planning
- Sustainable growth model of PPP, public and private sector undertakings
- Implication of sustainable growth model
- Comparison with Du Pont
- Fiscal management and macroeconomic management public and private bond pricing
- Capital–asset pricing models
- Systematic and unsystematic risks faced by public and private sector undertakings

- Risk premium calculations
- Principles of public and private sector “working capital” management
- Working capital issues and risk
- Financing current assets and liabilities

### **Reading Materials**

Van Horne, J. C., & Wachowicz, J. M. (2009). *Fundamentals of financial management* (13th ed.).

Hoboken, NJ: Prentice Hall.

Frank, H. A. (2006). *Public financial management*. New York, NY: Routledge.

Ross, S., Westerfield, R., Jaffe, J., & Jordan, B. (2022). *Corporate finance* (13th ed.). New York, NY: McGraw Hill.

## CD 24 Course Title Fundamentals of Management

Course Number HRM-PC-402

Offered for *Human Resource Management*

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

### Course Description

Managerial career demands new kind of managers from graduates of tomorrow who will be effective decision makers, skilled planners, organizers, motivators, and leaders. Keeping these in mind, selection of the topics, examples, cases, group work and other features of this course is prepared in such a way that these will help YOU to develop for tomorrow.

### Major Course Contents

- Introduction to organization &management
- Management: Yesterday, today &tomorrow
- Organization environment: Factors &forces
- Management social responsibility
- Managerial decision making
- Fundamentals of planning
- Organization design and structure
- Employee motivation process
- Leading organization and its people
- Organizational control

### Reading Materials

- Griffin, R. W. (2012). Management principles and applications. Boston, MA: Cengage Learning.  
Robbins, S. P., & Coulter, M. (2012). Management (11th ed.). Boston, MA: Prentice Hall.  
Stoner, J. A. F., Freeman, R. E., & Gilbert, D. R. (2003). Management (6th ed.). New York, NY: Pearson.  
Weihrich, H., & Koontz, H. (2005). Management: A global perspective. New York, NY: McGraw-Hill.

## CD 25 Course Title English for Business Communication

Course Number HRM-PC-401

Offered for *Human Resource Management*

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

### Course Description

The course is designed to master the techniques for communicating effectively in management. The course focuses on basic communication approaches, application of functional English in speaking and writing and techniques of effective communication through business letters, reports and so forth. The course also prepares students with technology-enabled communication in business environment.

### Major Course Contents

- Communication: Understanding business communication in today's workplace; understanding intrapersonal and interpersonal communication; communication process/non-verbal communication; perception (the process of understanding); persuasion approaches in communication; organizational communication; communication apprehension; adaptation and selection of words
- Writing process: Construction of clear sentences/ paragraphs; techniques of writing memos, notices, minutes, email messages and web notes; basics of report writing
- Public speaking: Cross-cultural communication; technology-enabled communication
- Business research methods

### Reading Materials

Locker, K., Mackiewicz, J., Aune, J., & Kienzler, D. (2019). Business and administrative communication (4th ed.). New York, NY: McGraw Hill.

Lesikar, R. V., & Pettit, J. D. (1994). Business communication: Theory and application (7th ed.). Notre Dame, IN: University of Notre Dame Press.

Taylor, S. (2012). Model business letters, emails and other business documents. New York, NY: Pearson.

Boone, L. E., Kurtz, D. L., & Block, J. R. (1996). Contemporary business communication (2nd ed.). Englewood Cliffs, NJ: Prentice Hall.

## CD 26 Course Title Human Resource Management

Course Number HRM-CC-501

Offered for *Human Resource Management*

Prerequisite(s) Fundamental of Management (HRM-PC-402)

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

### **Course Description**

The course aims to cover contemporary theories and practices pertaining to the human resources management in organizations. Students would be provided a complete, comprehensive review of essential personnel management concepts and techniques to develop strong foundation on human resource management.

### **Major Course Contents**

- Human resource management: An introduction
- Strategic role of human resource management
- Employee recruitment and placement: Job analysis; human resource planning and recruiting; employee testing and selection; interviewing candidates
- Training and development: Training and developing employees; performance management and appraisal; coaching, careers, and talent management
- Employee compensation: Establishing strategic pay plan; pay for performance and financial incentives; employee benefits and services
- Employee relations: Ethics, justice and fair treatment in HR management; labor relations and collective bargaining; employee safety and health
- Managing HR in SMEs
- Managing global HR

### **Reading Materials**

Dessler, G. (2020). Human resource management (16th ed.). New York, NY: Pearson.

Bratton, J., & Gold, J. (2012). Human resource management: Theory and practice (5th ed.). London, UK: Palgrave Macmillan.

Ulrich, D. (1997). Human resource champions: The next agenda for adding value and delivering results. Cambridge, MA: Harvard Business School Press.

Conaty, B., & Charan, R. (2010). The talent masters: Why smart leaders put people before numbers. New York, NY: Crown Business.

## CD 27 Course Title   Organizational Behavior and Development

Course Number   HRM-CC-502

Offered for   *Human Resource Management*

Prerequisite(s)   Fundamental of Management (HRM-PC-402)

Number of Sessions   1.5 hours/session x 25 sessions

Number of Presentation(s)   Equivalent to 2 classes

### **Course Description**

The purpose of this course is to provide students with the knowledge on how people – as individual and as groups – act within an organization. After the completion of this course, it is expected that students will be able to see different types of human traits, human psychology in an organization, organizational culture, leadership styles, and how to act effectively in an organization.

### **Major Course Contents**

- Introduction to organizational behavior
- Traits of individuals: Abilities; attitude; perception; personality; emotion; motivation
- Differences between groups and teams, and types of teams
- Leadership and power
- Conflict and negotiation
- Traits of organizations: Organizational design and organizational culture
- Organizational change

### **Reading Materials**

Kreitner, R., & Kinicki, A. (2012). *Organizational behavior* (10th ed.). New York, NY: McGraw-Hill Education.

Robbins, S. P., & Judge, T. A. (2013). *Organizational behavior* (15th ed.). New York, NY: Pearson.

Dwivedi, R. S. (2011). *Human relations & organisational behaviour: A global perspective*. New Delhi, India: Laxmi Publications (P) Ltd.

Smith, R., Houston, J., & McIntire, S. (2016). *Organization development: Strategies for changing environments*. Oxfordshire, UK: Routledge.

French, W. L., & Bell, C. H. (1999). *Organization development: Behavioral science interventions for organization improvement* (6th ed.). New York, NY: Pearson.

## CD 28 Course Title Strategic Management and Leadership

Course Number HRM-CC-503

Offered for *Human Resource Management*

Prerequisite(s) Fundamental of Management (HRM-PC-402)

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

### **Course Description**

The course aims to deal with the major intended and emergent initiatives that may be taken by general managers involving utilization of resources, to enhance the performance of organizations in their internal and external environments.

### **Major Course Contents**

- Strategic human resource planning (SHRP): An overview
- Key assumptions of manpower planners, preconditions for success of HRP, benefits of HRP, barriers of implementation of HRP
- Perspectives and types of (micro &macro) of SHRP
- Goals and objectives/purposes/aims of SHRP
- Business strategies &human resource planning (HRP) activities
- HRP process & its steps
- Models of SHRP: normative models and perspective models
- Types of HRP strategy, genesis of HR planning, approaches to HR planning
- Methods &techniques of HR demand forecasting
- Productivity analysis method/ transitional matrix, simulation method, regression analysis
- Methods &techniques of HR supply forecasting: staffing table/ manning chart; Markov analysis, skill Inventories, replacement chart, personnel yield ratio, etc.; HR wastage analysis; labor turnover index; stability index; cohort analysis; HR gap analysis, HR strategies development, types of HR strategies analysis
- Managing/ strategies of shortage and surplus of HR
- Human resources information system (HRIS): Meaning, areas of application, purposes, installation process
- HR inventory: Meaning, types, contents, purposes
- HRP documentation: Job analysis; job description; jobs specification; job evaluation
- HRP implementation: recruitment strategy, outsourcing strategy, staffing planning process, collaboration strategy, training &development strategy
- Career planning: definition of career; elements of career;overview of career development; steps/ cycle of career development process; career anchor;developing career path
- Managerial succession planning: Meaning; importance;types;process; steps;do's and don'ts;secrets

of success of succession planning; family and non-family succession planning

### **Reading Materials**

- David, F. R. (2007). Strategic management: Concepts and cases (13th Ed.). Upper Saddle River, NJ: Pearson Education, Inc.
- Thompson, A., Peteraf, M., Gamble, J., & Strickland, A. (2020). Crafting & executing strategy: Concepts and cases (22nd ed.). New York, NY: McGraw-Hill.
- Moore, M. H. (1997). Creating public value: Strategic management in government. Cambridge, MA: Harvard University Press.
- Farnham, D., & Horton, S. (Eds.). (1996). Managing the New Public Services (2nd ed.). New York, NY: Macmillan.

## CD 29 Course Title Strategic Human Resource Management

Course Number HRM-CC-504

Offered for *Human Resource Management*

Prerequisite(s) Human Resource Management (HRM-CC-501)

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

### **Course Description**

The course is designed to address the issues related to strategic decisions in human resource management. The course explores links between strategic human resource management and business performance. Specifically, it examines how the HR practices or clusters of HR practices influence organizational effectiveness, that is, desired outcomes or goals (business performance).

### **Major Course Contents**

- Human resource management and business performance
- Strategy and the process of strategic management
- Strategic HRM: 'best fit' / 'best practice'
- Strategic HRM and the resource-based view of the firm
- Work systems and the changing priorities of production
- Linking work systems and models of employment
- Managing individual performance and development
- Managing employee voice in unionized and non-unionized firms
- Human resource strategy and the dynamics of industry-based competition
- Corporate human resource strategy in the global economy
- Conclusions: Implications for the strategic management process; etc.

### **Reading Materials**

Purcell, J., & Boxall, P. (2015). *Strategy and human resource management* (4th ed.). London, UK: Bloomsbury Publishing.

Greer, C. R. (2000). *Strategic human resource management: A general managerial approach* (2nd ed.). Hoboken, NJ: Prentice Hall.

Mello, J. A. (2018). *Strategic human resource management* (5th ed.). Boston, MA: Cengage Learning.

## CD 30 Course Title Employee Training and Development

Course Number HRM-CC-505

Offered for *Human Resource Management*

Prerequisite(s) Human Resource Management (HRM-CC-501)

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

### **Course Description**

This course covers human resource management issues related to training and development. It includes methods for identifying training needs, developing training content, conducting training lessons and evaluating the effectiveness of training from organizational and individual perspectives. It also covers special training topics such as developing management careers, identifying and developing management talent, using performance appraisal for coaching and development, and training for dealing with contemporary issues such as customer service orientation, diversity, sexual harassment, and stress management.

### **Major Course Contents**

- Concepts of training &development
- Theory and psychology of training and learning
- Systematic and integrated approach of training: The training cycle
- Training and development need analysis
- Curriculum development
- Techniques of training delivery and transfer of training
- Training evaluation
- Management development interventions for top executive

### **Reading Materials**

Blanchard, P. N., & Thacker, J. (2012). Effective training: Systems, strategies, and practices (5th ed.). New York, NY: Pearson.

Noe, R. (2020). Employee training & development (8th ed.). New York, NY: McGraw Hill.

Rao, P. L. (2012). Enriching human capital through training and development. New Delhi, India: Excel Books.

## CD 31 Course Title Conflict Management and Negotiation

Course Number HRM-CC-506

Offered for *Human Resource Management*

Prerequisite(s) Human Resource Management (HRM-CC-501)

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

### Course Description

This course deals with theoretical and practical aspects of leadership and conflict management. It examines the complementary qualities of leadership and management factors, and their impact on organizational effectiveness and corporate success. This course presents a variety of frameworks for analyzing conflicts and techniques for resolving them. The dimensions of conflict and management of conflict, including techniques of effective negotiation are discussed.

### Major Course Contents

- Introduction: the nature of leadership
- Participative leadership, delegation and empowerment
- Power and influence
- Managerial traits and skills
- Charismatic and transformational leadership
- Leadership in teams and decision groups
- Strategic leadership by executives
- Nature of conflict and conflict management styles
- Nature of negotiation: Types of negotiation, Important concepts in negotiation and Preparation for negotiation
- Negotiation in conflict management: Barriers to negotiation; negotiation skills; etc.

**Reading Materials** Bar-Siman-Tov, Y. (Ed.). (2004). *From conflict resolution to reconciliation*. Oxford, UK: Oxford University Press.

Bercovitch, J., & Jackson, R. (2009). *Conflict Resolution in the Twenty-First Century: Principles, Methods, and Approaches*. Ann Arbor, MI: University of Michigan Press.

Borisoff, D., & Victor, D. (1997). *Conflict management: A communication skills approach* (2nd ed.). New York, NY: Pearson.

Harvard Business School Publishing Corporation. (2003). *Negotiation: Your mentor and guide to doing business effectively*. Cambridge, MA: Harvard Business School Press.

Hughes, R., Ginnett, R., & Curphy, G. (2022). *Leadership: Enhancing the Lessons of Experience* (10th ed.). New York, NY: McGraw Hill.

## CD 32 Course Title Business Ethics and Anti-Corruption Measures

Course Number HRM-CC-50

Offered for *Human Resource Management*

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

### **Course Description**

The course is designed to provide students with fundamental concepts of business ethics, corporate social responsibility, and anti-corruption measures.

### **Major Course Contents**

- Employees, stakeholders, &corporate governance
- The relationship between business, government &society
- Diversity in the workforce
- Government regulation on business
- Business influence on the political environment
- Antitrust laws in business
- The media's impact on business
- Consumer rights &regulations
- Strategies of special interest groups
- The global business environment
- The morality of capitalism and social responsibility
- Dimensions of ethics for business: International; organizational; employee relation; advertising; financial; environmental; technological

### **Reading Materials**

Shaw, W. H. (2017). Business ethics: A textbook with cases (9th ed.). Boston, MA: Cengage Learning.  
Pratley, P. (1995). The essence of business ethics. Hoboken, NJ: Prentice-Hall.  
Web-based articles from Transparency International and other anti-corruption agencies.

## CD 33 Course Title Strategic Human Resource Planning

Course Number HRM-CC-508

Offered for *Human Resource Management*

Prerequisite(s) Fundamentals of Management (HRM-PC-402)

Human Resource Management (HRM-CC-501)

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

### Course Description

The course is designed to expose to the students the concept of strategic organizational planning on its human resources, in order to continue to be relevant and/or competitive in the ever fast paced changes/challenges of the operating environment.

### Major Course Contents

- Concepts of strategy and planning
- Aligning HR with strategy
- Environmental influences on HRM
- Evaluation of HR programs and policies
- Human resource management system
- Human resource forecasting process
- Ascertaining HR supply
- Succession management
- Downsizing and restructuring
- Strategic international HRM
- Mergers and acquisitions
- Outsourcing; etc.

### Reading Materials

Alpander, G. G., & Botter, C. H. (1982). Human resources management planning. New York, NY: American Management Association.

Bhattacharyya, D. K. (2009). Human resource planning. New Delhi, India: Excel Books India.

Bramham, J. (1994). Human resource planning (2nd ed.). Hyderabad, India: Universities Press (India) Ltd.

Belcourt, M., McBey, K., Yap, M., & Hong, Y. (2012). Strategic human resources planning. Toronto, Canada: Nelson Education Limited.

## CD 34 Course Title International Human Resource Management

Course Number HRM-EC-601

Offered for *Human Resource Management*

Prerequisite(s) Fundamentals of Management (HRM-PC-402)

Human Resource Management (HRM-CC-501)

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

### **Course Description**

The course deals with complexities and practices of international human resource management distinguished from domestic human resource management and human resources management in international firms. Experience of human resource management in US, Japanese and German firms would also be discussed.

### **Major Course Contents**

- Employee recruitment and selection in international firms
- Employee compensation and career management in international firms
- Integration of expatriate and local employees into international companies
- HRM knowledge sharing expatriate and local employees into international companies
- Adjustment of human resource management of international firm with human management environment
- HRM models of US, Japan and German based international firms, etc.

### **Reading Materials**

Harzing, A.-W., & Ruysseveldt, J. V. (Eds.). (2004). *International human resource management: An integrated approach* (2nd ed.). London, UK: Sage.

Briscoe, D. R., Schuler, R. S., & Claus, L. (2008). *International Human Resource Management: Policies and practices for multinational enterprises* (3rd ed.). London, UK: Routledge.

Dowling, P. J., Welch, D. E., & Schuler, R. S. (2008). *International Human Resource Management: Managing People in a Multinational Context* (5th ed.). Florence, KY: South-Western Cengage Learning.

## CD 35 Course Title Employment and Labor Laws in Bangladesh

Course Number HRM-EC-602

Offered for *Human Resource Management*

Prerequisite(s) Fundamentals of Management (HRM-PC-402)

Human Resource Management (HRM-CC-501)

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

### **Course Description**

The course aims to develop analytical ability of the students to analyze employment and labor laws in Bangladesh and their impacts on employment decision making. The course uses court cases on different legal issues extensively in addition to group discussions and class lessons. The covers various employment and labor laws governing the labor-management relations in Bangladesh.

### **Major Course Contents**

- History of industrial relations in Bangladesh
- History of labor Laws in Bangladesh
- Scope and definition in labor law 2006
- Service conditions: Classification of labor, appointment letter and ID cards
- Layoff and master role, death benefits and separation of job
- Misconducts and dismissal
- Handling grievances of the employee
- Wages and minimum wages, working hours and overtime
- Health and safety, fire safety
- Trade union and CBA
- Participation Committee and labor court and its functions
- Gratuity and provident fund
- Workers profit participation and worker welfare fund
- Duties and functions of inspector general of factories

### **Reading Materials**

[To be informed by the instructor]

## CD 36 Course Title Corporate Governance

Course Number HRM-EC-603

Offered for *Human Resource Management*

Prerequisite(s) Fundamentals of Management (HRM-PC-402)

Human Resource Management (HRM-CC-501)

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

### Course Description

The course focuses on the various approaches of corporate governance and relationship between corporate governance, company ownership and financial performance in a globalized world. It also deals with corporate culture and diplomacy. The course involves visiting selected corporate headquarters of MNCs in addition to case studies, group discussion and class Lessons.

### Major Course Contents

- Concepts of corporate governance
- Role of Multi-national Corporation in globalization process
- Corporate governance system in USA, Japan, and Germany
- Corporate culture in USA, Europe and Asia
- Various aspects of corporate diplomacy
- Corporate governance in deepening integration in the global economy; etc.

### Reading Materials

Cohen, S. S. (Ed.). (2000). *Corporate governance and globalization: Long range planning issues.* Cheltenham, UK: Edward Elgar Publishing.

Goergen, M. (1998). *Corporate governance and financial performance: A study of German and UK initial public offerings.* Cheltenham, UK Edward Elgar Publishing.

Keasey, K., Thompson, S., & Wright, M. (Eds.). (1997). *Corporate governance: Economic and financial issues.* Oxford, UK: Oxford University Press.

**CD 37 Course Title   Employment Relation and Compensation Management**

Course Number   HRM-EC-604

Offered for   *Human Resource Management*

Prerequisite(s)   Fundamentals of Management (HRM-PC-402)

Human Resource Management (HRM-CC-501)

Number of Sessions   1.5 hours/session x 25 sessions

Number of Presentation(s)   Equivalent to 2 classes

**Course Description**

The course focuses on employer-employee relations in historical and contemporary contexts, with emphasis on the development of labor and management institutions and philosophies, public policies, collective bargaining, and contract administration in the private and public sectors. Analysis of relationships between organized employees and employers, the bargaining process, strategies and issues, contract administration, and impasse resolution processes.

**Major Course Contents**

- Basics of Compensation management
- Work and rewards
- Dimensions of compensation system
- Employee remuneration, and challenges and influences of employee remuneration
- Identifying job content and determining pay
- Compensation survey
- Designing a pay structure, including incentive payment benefits and services
- Performance appraisal
- Employment relations

**Reading Materials**

Blyton, P., Heery, E., Bacon, N., & Fiorito, J. (Eds.). (2008). *The SAGE handbook of industrial relations*. Thousand Oaks, CA: SAGE Publications Ltd.

Salamon, M. (2001). *Industrial relations: Theory and practice* (4th ed.). New York, NY: Pearson.

Ackers, P., & Wilkinson, A. (2003). *Understanding Work and Employment: Industrial Relations in Transition*. Oxford, UK: Oxford University Press.

Budd, J. W. (2004). *Employment with a human face: Balancing efficiency, equity, and voice*. Ithaca, New York: Cornell University Press.

Salamon, M. (2001). *Industrial relations: Theory and practice, Employment Relation and Compensation Management* (4th ed.). New York, NY: Pearson.

Monappa, A. (2007). *Industrial relations*. Noida, India: Tata McGraw-Hill Publishing.

## CD 38 Course Title Globalization and Management Challenges

Course Number HRM-EC-605

Offered for *Human Resource Management*

Prerequisite(s) Fundamentals of Management (HRM-PC-402)

Human Resource Management (HRM-CC-501)

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

### Course Description

The course aims to provide students with a fair knowledge about globalization dynamics and the on-going debate surrounding it. The course explores the emerging management challenges for the least developed and developing countries in the globalized world.

### Major Course Contents

- Globalization: concepts and historical trends
- Global division of labor and power
- Globalization and international trade
- Global hegemony and regionalism
- Role of WTO in shaping global trade
- Role of IMF in shaping global finance
- Globalization and international migration
- Globalization and Management challenges for the LDCs and developing countries
- Globalization debate; etc.

### Reading Materials

Mittelman, J. H. (2000). *The Globalization syndrome: Transformation and resistance*. Princeton, NJ: Princeton University Press.

Stiglitz, J. E. (2002). *Globalization and its discontents*. New York, NY: W.W. Norton.

WTO documents ([www.wto.org](http://www.wto.org))

IMF documents ([www.imf.org](http://www.imf.org))

## CD 39 Course Title Human Resource Management Information System

Course Number HRM-EC-606

Offered for *Human Resource Management*

Prerequisite(s) Fundamentals of Management (HRM-PC-402)

Human Resource Management (HRM-CC-501)

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

### **Course Description**

The course focuses on critical aspects of setting-up a computerized information system specifically designed for the management of human resource responsibilities such as payroll, benefits, recruitment, selection, staffing, career development, training/development, and government compliance.

### **Major Course Contents**

- Contemporary approaches to MIS
- Organizational needs analysis
- Data element selection and definition
- Ethical and social issues in MIS
- Appropriate information technology
- MIS design and acquisition of a system
- MIS evaluation and system maintenance; etc.

### **Reading Materials**

Laudon, K. C., & Laudon, J. P. (2020). Management information systems: Managing the digital firm (16th ed.). New York, NY: Pearson.

O'Brien, J. A. (1998). Management information systems: Managing information technology in the internet worked enterprise. New York, NY: Irwin/McGraw-Hill.

Senn, J. A. (1990). Information systems in management (4th ed.). Belmont, CA: Wadsworth Pub Co.

## CD 40 Course Title Banking and Monetary Management

Course Number IER-CC- /GPP-EC-

Offered for *International Economic Relations; Governance and Public Policy*

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

### **Course Description**

The course explains the role that monetary policy and financial markets play in the overall economy. It will cover theoretical models and concepts as well as practical institutional aspects of the financial system. This course covers the key issues in the theory and practice of money, financial markets, banking, and monetary policy. The course then proceeds to the aspects of money and banking, examining in detail the goals, targets, and transmission mechanisms of monetary policy conducted by central banks, as well as the nature of financial crises and the role of government regulation of financial markets.

### **Major Course Contents**

- Introduction: Money and the financial system
- Monetary policy analysis
- Economics of banking
- Role of commercial banks/ economics of banking/ traditional Banking
- Asymmetric information in financial markets
- Bank regulations and the role of central bank
- Risk evaluation and bank management strategies

### **Reading Materials**

Hubbard, R. G. (2008). Money, the financial system, and the economy (6th ed.). New York, NY: Pearson.  
Rose, P., & Hudgins, S. (2012). Bank management & financial services (9th ed.). New York, NY: McGraw-Hill Education.

## CD 41 Course Title Term Paper

Course Number Term Paper: GPP/IER/HRM-EC-699

Offered for *Governance and Public Policy; International Economic Relations; Human Resource Management*

Prerequisite(s) None

Number of Sessions 1.5 hours/session x 25 sessions

Number of Presentation(s) Equivalent to 2 classes

### Description

Term paper with 3 (three) credits comprises an important part of the Masters' degree completion. During the fourth semester, students will submit their final version without fail. The dates of submission will be announced in the final examination schedule. Failure in timely submission of Thesis/Term paper will cause long delays in receiving the degree.

### Broad outline of Term paper:

1. Title
2. Introduction
3. Objective and background
4. Rationale and justification
5. Issue to be investigated
6. Review of Literature  
(Findings from contemporary research of both local and foreign origin)
7. Methodology
  - Sampling design
  - Techniques for data collection
  - Data collection tools
  - Statistical analysis
8. Analyses and Syntheses
9. Findings
10. Conclusion

## **A. LIST OF THE PERMANENT FACULTY**

### Name and Designation

Dr. Mohammad Tareque, (PhD, Boston, USA), Director (PABX Ext. 111)

Dr. M. Golam Sarwar, (PhD, Manchester, UK), Associate Professor (PABX Ext: 105)

Dr. Md. Abdur Rahim Khan, (PhD, Pune, India), Associate Professor (PABX Ext: 104)

Dr. Munshi Muhammad Abdul Kader Jilani, (PhD, WUT, China) Assistant Professor (PABX Ext: 147)

Md. Monirul Islam, (MPhil, DU), Assistant Professor (On Study Leave)

Ms. Sima Rani Dey, (MSc, GRIPS, Japan) Assistant Professor (PABX Ext: 117)

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## **B. LIST OF THE ADJUNCT FACULTY**

<b>Current</b>	<b>Designation</b>
Md. Khairuzzaman Mazumder, PhD	Additional Secretary, GoB
Advocate Jafrul Hasan Sharif	Advocate, Bangladesh Supreme Court
Mr. Humayun Kabir	Former Ambassador, People's Republic of Bangladesh
Prof. Dr. Anisuzzaman	Former Professor, University of Dhaka
Dr. Mahfuzul Haque	Former Secretary, People's Republic of Bangladesh
Dr. Moniruzzaman	Additional Secretary, Bridges Division, GoB
Mr. Manik Mahimud	Head of Social Innovation and Operation Cluster, A2i, PMD
Mr. Touhid Hossain	Former Ambassador, People's Republic of Bangladesh
Prof. Abul Mansur Ahmed	Professor, University of Dhaka
Professor Kamrul Arefin	Professor, Jahangirnagar University
Mr. Ranjit Kumar Chakraborty	Former Additional Secretary, GoB
Dr. Md. Sanwar Jahan Bhuiyan	Joint Secretary and DEPD, SEIP
Mr. Mohammed Shoheler Rahman	Director General, CPTU
Professor Arshed Ali Matubber	Professor, Bangladesh Islami University
Mr. Hasan Shirazi	Associate Professor, Central Women's University

Mr. Mosta Gausul Haque	Principal Project Management Consultant, CPTU
Ms. Sharifa Khan	Secretary, Economic Relations Division, Ministry of Finance
Ms. Mahbooba Panna	Additional Secretary, GoB
Dr. M. Ziaul Haque	Joint Secretary, Ministry of Public Administration, GoB
Mr. K. A. M. Jamseduzzaman	Former ED, Bangladesh Bank Training Academy
Dr. Shamsul Arefin	Former Secretary, GoB
Professor Abdul Bayes	Former Vice Chancellor, Jahangirnagar University
<b>Previous</b>	
Mr. A M M Shawkat Ali, PhD	Former Advisor, Caretaker Govt. of Bangladesh
Mr. Mohammad Haroonur Rashid, PhD	Former Secretary and Ex-Director, BIGM
Mr. Toufiq Ali, PhD	Former Ambassador, People's Republic of Bangladesh
Mr. Jamil Mazid	Former Secretary and Ambassador, People's Republic of Bangladesh
Prof. Mohammad Mohabbat Khan, PhD	Professor, University of Dhaka
Prof. Delwar Hossain, PhD	Professor, University of Dhaka
Prof. Yousuf M. Islam, PhD	Vice-Chancellor, Daffodil International University
Mr. Mohammad Alauddin	Former Additional Secretary, GoB
Mr. Uttam Kumar Karmaker	Deputy Secretary, GoB
Ms. Anwara Begum, PhD	Senior Research Fellow, BIDS
Prof. Nazmul Ahsan Kalimullah, PhD	Professor, Dhaka University

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**Mr. Md. Jahangir Alam**, Additional Director, BIGM (PABX Ext: 128)

**Mr. Md. Saiful Islam**, Additional Director, BIGM (PABX Ext: 133)

**Ms. Taskina Huq**, Deputy Director (Admin & Finance), BIGM (PABX Ext: 102)

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**Ms. Tahmina Sultana**, Research Fellow, (On study leave)

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