



STRATEGIC MANAGEMENT COURSE

2022-2023

Organized by

Skills for Employment Investment Program (SEIP)
Finance Division, Ministry of Finance

&

Bangladesh Institute of Governance and Management (BIGM)



MoU signing between Ministry of Public Administration and BIGM

Bangladesh Institute of Governance and Management (BIGM)

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Table of Contents

A. Preface and Introduction to BIGM **Page**

B. Program Highlights **Page**

C. Training Course on Strategic Management **Page**

D. Objectives of the Course **Page**

E. Structure of the Strategic Management Course **Page**

F. Quality Management **Page**

G. Contents of Strategic Management Course **Page**

H. Module Lead Trainer and Co-trainer **Page**

I. List of Resource Persons **Page**

J. Suggested Reading List **Page**

K. Profile of Director, BIGM **Page**



Mr. M A Mannan, MP, Hon'ble Minister, Ministry of Planning, GoB is conducting a session at BIGM



Mr. Farhad Hossain, MP, Hon'ble Minister of State, Ministry of Public Administration is conducting a session at BIGM

Preface

Nowadays Strategic Management is at the forefront of management lexicon of public and private enterprises. Though initially it was construed and practiced for the private sector, increasingly it is becoming relevant and in practice in public sector management as well. Strategic Management should no longer be viewed only as a tool for improving public services but also as a well-designed tool for fulfilling the goals of public enterprises and improving overall public governance, and thus promoting national development.

In this context, it's quite satisfying to see that BIGM is going to offer a training course on Strategic Management. We have developed a course curricula and implementation design for the course that, we firmly believe in, will be of international standard. I like to take this opportunity to express our heartfelt appreciation to the Finance Division's Skills for Employment Investment Program (SEIP) authority, the Ministry of Finance, the Government of the Peoples' Republic of Bangladesh for choosing BIGM to host the Strategic Management course. It will be the country's first course of its kind, particularly in the public sector. We have attempted to build and deliver a course consistent with Bangladesh's National Integrated Strategy while also compatible with global standards in terms of strategy formulation, execution, and evaluation procedures.

There are many methods, approaches, and frameworks for conducting diverse strategic analyses. In this course, the participants will be introduced to only the core essential frameworks and tools, as well as will be given the opportunity to undertake strategic analyses in a variety of situations, especially in the context of his/her organization. The entire training program is totally hands-on, with the primary goal of equipping learners with the necessary information and abilities for enhancing their capacity to think proactively and make positive strategic decisions. This course will cover a variety of case studies and decision-making scenarios from various sectors. These case studies, I believe, will incredibly beneficial in sharpening strategic thinking abilities of the participants. A short capstone project incorporated into the training enables participants to apply essential strategic concepts to major management issues confronting his/her organization.

We are pretty confident; this strategic management training course will be exciting, stimulating while developing participants' insights and responses to the public needs within the unescapable political environment. We have already identified our prominent trainers, skilled bureaucrats, and strategic managers to contribute their essential expertise and serve as advisors to and assess our trainees. We seek to develop a connection between their considerable experience and the new trainees' undiscovered potentials. Finally, I'd like to really want to express my heartfelt gratitude to everyone who is dedicated to making a difference and finding ways to win strategically.



Mohammad Tareque, PhD
(Former Finance Secretary, GoB;
Alternate Executive Director,
World Bank)
Managing Director
Board of Trustees
&
Director
Bangladesh Institute of
Governance and Management (BIGM)

Overview of BIGM

Enriching Professionals with Academics, Training and Research

About BIGM

Bangladesh Institute of Governance and Management (BIGM) is a post-graduate institution affiliated with the University of Dhaka. Formerly known as Civil Service College, Dhaka, it was established as a non-profit trust in 2006 with the objective of becoming a center of excellence for studies, research and training on public policy and development management. BIGM aims to becoming a fast-growing national hub of Teaching, Research and Training activities on Governance and Policy Issues, Public Administration, International Economic Relations, Human Resource Management and Development

ACADEMIC

BIGM offers Master of Public Affairs (MPA Programs), with a focus on Governance, International Economic Relations and Human Resource Management programs. The programs are uniquely designed to help the officials of both public and private sectors and to deal with national and international political and economic issues confronting them. The programs, a blending of theory and practice emphasizing experimental and professional learning, will prepare government and non-government executives to use the tools of analysis and strategic management to achieve successful implementation of business policies and performance. They would also build capacity of the business enterprises to develop professionalism and a healthy corporate culture. The students are required to write thesis/dissertation or a research paper to attain their academic degrees.

TRAINING

The Institute is exclusively positioned to gather high value resource persons with an established academic and professional track-record to offer training programs on Policy Analysis, Strategic Management, Essential Elements of Research Methodology, Data Analytics & Modeling with R, Quantitative Analysis with STATA, Specialized Procurement Management, VAT Management and other related subjects. BIGM would also partner with other training institutes to design and implement tailor-made training programs to best serve client's needs.

STRATEGIC PLANNING AND NETWORKING

BIGM is growing up day by day for increasing the strength of the public and private sector officers. Strategic Wing of BIGM is trying to build up the capacity of the organization to make the decision applying strategic planning where the vision will be made by proper integration of goals and objectives of BIGM.

RESEARCH

BIGM's faculty members – internal and external, conduct evidence-based research on diverse subjects such as Developmental Governance, International Regional Cooperation, Science and Profession of Human Resource Management, Sustainable Future, Project and Financial Management. A culture of research is ingrained within BIGM's organizational fabric. Students are required to write research papers to enhance the capacity for critical thinking. A focus on analytical writing and effective presentation skills would prepare the students/participants to formulate policies and to craft mechanism for their successful implementation. The Institute is being fully digitized with latest e-technologies, including e-library and e-journals facilities. A spacious computer lab both for training and research of the students furnished with the most updated hardware and software are available to the students as well as to the faculty members.

**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:** In order to achieving the above vision –

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

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

**GOALS and OBJECTIVES:**

To facilitate the growth and development of Bangladesh through Human Resource Development – imparting and transferring appropriate skills, providing the right leadership and the art of management at a global standard.

The specific objectives are:

- To train the members of the Civil Service as well as executives of the private sector and NGO;
- To offer MA, MS, MPhil, and PhDs in social sciences and relevant areas to the Public Service;
- To conduct research activities in key areas of Public Administration, Management and Development;
- To organize different programs/programs for forging partnership with national and international Institutes / Universities;
- To build commitment and strategic capacity in good Governance, Leadership, Public Administration and Management;
- To help initiate reforms to achieve a people-oriented administrative system and market-driven managerial workforce;
- To give policy inputs to both the government and non-government entities on national and international issues;
- To act as a “Think Tank” for the society

Why BIGM?

"Its uniqueness and relevance to Bangladesh"

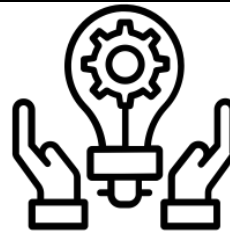


Process

- Build strategic capacity and institutional *leadership*
- Develop higher level skills on Public Administration
- Enhance commitment, initiate *reforms*
- Provide *policy inputs*

Inputs

- Train mid and higher-level public, private, and NGO executives
- Offer specialized program
- *Conduct research in public administration and development*
- Collaboration with other Institutes



Output

- Developed HR
- Improved Governance
- Efficient Delivery of Services



Outcome

- Realization of Organizational and Social Goals



Impact

- A developed and more equitable Bangladesh



BIGM

Bangladesh Institute of Governance and Management (BIGM) is poised to emerge as a premier academic, training, and research institute in Bangladesh. A post-graduate institute affiliated with Dhaka University, it has been established to create a much-needed credible center of excellence for public policy analysis and management that can ultimately promote good governance.

The institute currently offers Masters in Public Affairs in Governance and Public Policy, International Economic Relations and Human Resource Management. The Board of Trustees and the Governing Body of BIGM include the leading policymakers in Bangladesh and eminent personalities with a broad spectrum of experience.

Under a new leadership, BIGM is currently engaged in streamlining, broadening, and sharpening its operational focus to help Bangladesh navigate its rapid socio-economic transformations in an increasingly globalized and complex world. And to this end, BIGM has recently inked a MoU with Ministry of Public Administration (MoPA) and a MoU with Japan International Cooperation Agency (JICA).

In order to achieve that goal, BIGM management has set a number of core objectives which will determine how the Institute will function in future. With this backdrop, BIGM is instituting a high-quality Strategic Management of international standard.



BIGM is Moving Up

Program Highlights



Develop a strategic mindset to lead change and innovation in public and private organizations



Immersive learning drive with case studies and experiential exercises



Hands-on Learning Experience through Capstone Project and Strategy Simulation



Taught by Distinguished BIGM Faculty Members, Eminent Civil Servants and Well-known Experts from Academics



Certificate of Course Completion from BIGM, one of Bangladesh's Promising Academic and Policy Research Institute



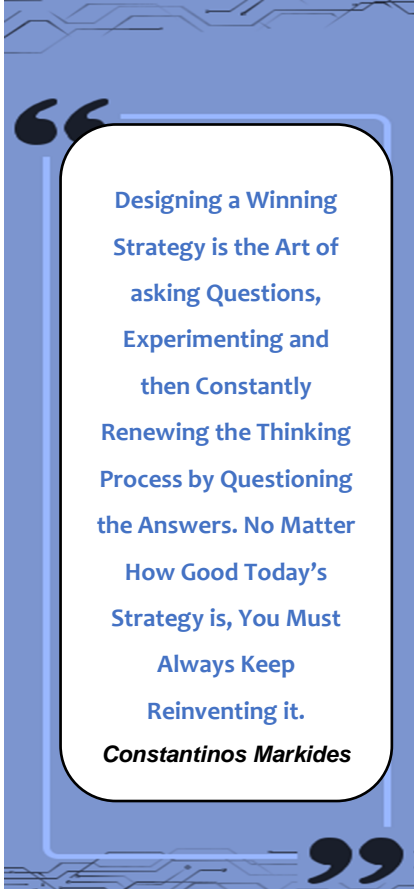
Premises of Bangladesh Institute of Governance and Management (BIGM)

Training Course on Strategic Management

The Strategic Management course will be treated as an extended course of Policy Analysis Course conducted by BIGM. Bangladesh is now on the highway towards prosperity. Bangladesh has already set its goal for achieving Vision 2021, SDG 2030, Vision 2041, Vision 2071 and Delta Plan 2100. To accomplish these dream trajectories, each organization, division and Ministry should prepare a strategic plan of its own to maximize the desired output of their own organization.

Strategic planning and management have gained widespread acceptance in the last fifteen years as means of improving public policymaking and administration. Governments and public sector organizations all around the world have grown to rely on them. Those involved in public administration in any kind of form, whether as a politician, a competent civil servant or a public or private manager, must understand and be able to apply them. This course examines both the theory and practice of strategic planning and management in public and private sectors.

BIGM sincerely hopes that the strategic management program will provide a foundation for strategic planning and management, strategic decision making, strategic reforms of public services, and developing effective strategies for policy formulation, analysis, evaluation, and advocacy strategies. And the participants would be able to discover, analyze, and forecast strategy design, execute, evaluate the strategy and hence, ensure the effectiveness of policies. As a result, the bureaucracy would be infused with the vitality, strategic initiatives for innovation, and analysis, making it more responsive to the fast-changing complicated world.



Designing a Winning Strategy is the Art of asking Questions, Experimenting and then Constantly Renewing the Thinking Process by Questioning the Answers. No Matter How Good Today's Strategy is, You Must Always Keep Reinventing it.
Constantinos Markides

Linkage between Policy Analysis Course and Strategic Management Course

BIGM has so far completed sixteen batches of Policy Analysis Course. In the Policy Analysis Course, the participants, firstly, identify and define the dimensions of problems. After that, they analyze the context of the issues, determine the root causes of problems, detail out the effects of the problems, identify the alternative policy options using necessary tools and techniques for addressing the problems, and finally, identify the best alternative policy options.

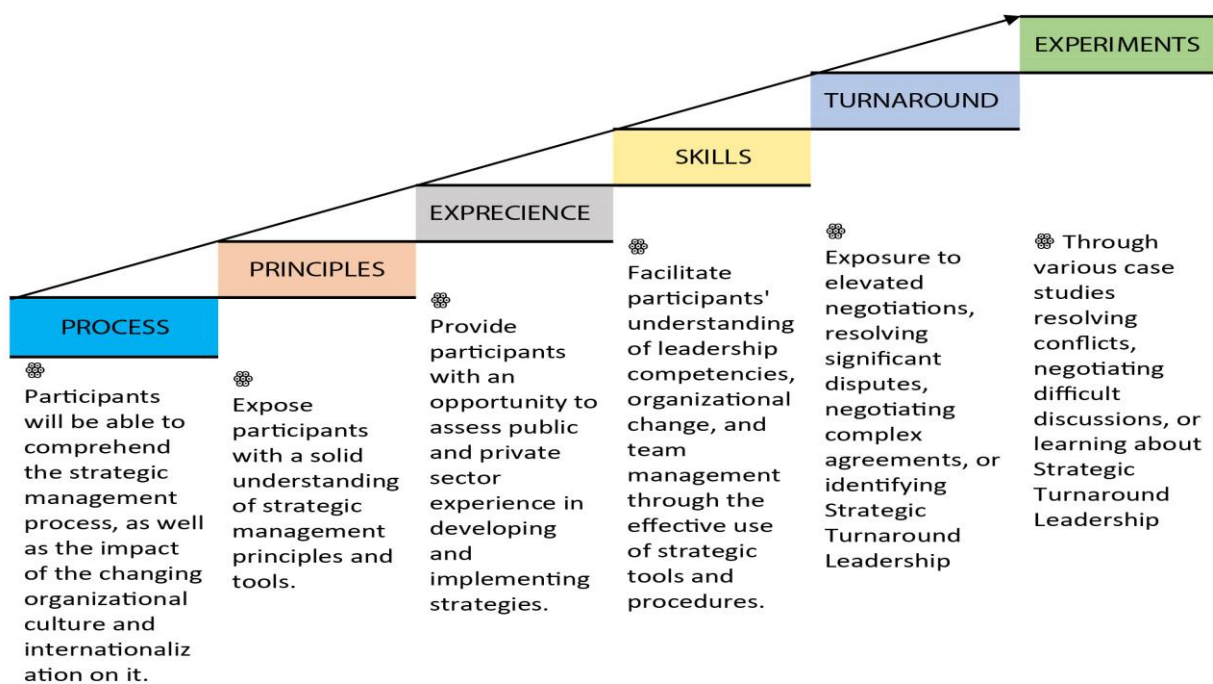
After identification of best alternative policy options, a critical strategic role has to be played by the leader of the organization for having optimal output or benefit from the policy. With a view to achieve that the key players of the organization should develop a strategic plan through again making an analysis of the concerned key stakeholders and internal and external scanning of the environment committing and utilizing appropriate resources for the execution, monitoring and evaluation of that plan for achieving the desired goal. Otherwise, it is not possible to achieve the optimal benefit from the policy that has been formulated so rigorously.

In the above context, Strategic Management Course can play a pivotal role to enhance required competencies of the participants from both the public & private sectors. Nowadays, strategic management and approaches are also being practiced by the national governments across the globe to achieve national goals by gaining competitive advantages.



OBJECTIVES OF THE COURSE

The 'Strategic Management Course' will enable the participants to develop learning tools or methods and a mindset for analyzing the organization's internal and external settings, formulating strategy, and putting it into action. In keeping with this link, strategy in the public and private sectors is primarily concerned with strategic planning, formulation, communication, execution, assessment, and monitoring activities. Thus, the purpose of this Strategic Management course is to equip the participants with both theoretical & practical knowledge about strategic management. Usually strategic management focuses more on long term and medium term strategies. So, the strategic management course will go through following steps:



After completion of the course, the participants will be able to :

- Make a link between policy formulation and policy implementation from the point of view of Strategic Management.
- Develop an effective strategy for achieving organizational goals through the process of decision making and planning.
- Apply the strategic management concepts, theories, analytical tools and techniques practically over the operational environment of plan/policy implementation and monitor, evaluate and re-strategies the whole process, if necessary for efficient and effective implementation.
- Manage resources for strategic performances, specifically, to integrate the different cross-functional areas of organizations (e.g. finance, human resources, information systems, marketing, operations management, etc.) into a cohesive whole to get the optimal output and outcome.

Structure of the Strategic Management Course

KEY ASPECTS OF THE STRATEGIC MANAGEMENT COURSE

▣ Course Duration:

The length of the Strategic Management Course is three weeks (15 days). The sessions are held on all weekdays except holidays; however, a session may be held on the weekend depending on the necessity. Participation of the trainees in all activities is mandatory during training.

▣ Expected Participants

- ◆ Executives from public and private sectors and NGOs with a Master's degree from recognized universities and a minimum of 10 years of work experience demonstrating sound knowledge of laws, regulations, strategic planning, and policies in the 30 –52 age group.

- ◆ Of the participants, 70% will be from the public sector and 30% from NGOs and the private sector. At least 30% of the participants are expected to be female.

▣ Resource Persons/Facilitators:

Drawn from the academia, universities, research institutes, government and private sectors as well as the judiciary, law and enforcement and defense services, development partners and NGO sectors.

▣ Session, Lecture Duration and Class Size

Maximum 4 sessions a day. Each session will be one & half an hour. Number of participants per batch is 30.

▣ Training Quality and Monitoring

Training materials and the contents will be reviewed and updated regularly based on feedback from trainees, trainers, and subject matter experts. Additionally, the Training Management Committee and Project Standing Committee will play a very vital role in assuring the program's overall excellence

▣ Training details and Instruction Format

- ◆ There will be six (6) modules and each of them will contain roughly 7-10 sessions. Therefore, a total of fifty sessions will take place over the course of three weeks.

- ◆ The class room sessions will be conducted five days a week (Saturday-Wednesday). The morning session will begin at 9:00 am, with a 30-minute tea break between two sessions before lunch, and the afternoon session will start at 1:30 pm, with a 15-minute tea break between two sessions. Library and IT attachment will be a part of the training.

- ◆ Participants will receive Transportation Allowances (TAs) for attending the training days.

- ◆ The medium of instruction of the strategic management course is English. The institute encourages the participants to develop their oral and written skills in English through practicing inside and outside the classroom. More importantly, all the assignments, both group or individual, presentations will be in English.

- ◆ The institution will provide adequate reading materials, handouts, and stationery items.

▣ Assessment of the Trainees

For the Strategic Management Course, trainees are expected to develop a strategic plan for his/her organization and submit it as his/her term paper, which will be the basis of evaluation/assessment of their performance in the training program. There will be no other written or oral test, although trainees will remain under close observation of the program management throughout the course period.

▣ Course Management Team (CMT)

The course management team comprises with Program Director, Deputy Program Director, Training Coordinator from BIGM, Officer (Finance), Officer (Administration) and other support staff of PIU. The Program Director manages each activity of the course along with other members of CMT, and the Director of BIGM provides guidance to the whole work. The participants are encouraged to share any feedback with CMT to ensure effective management of the course.

▣ Food/Meals

Meals are arranged for participants through the course management team. Snacks, lunch, and afternoon tea will be served for the participants within the scheduled time at the specified dining room/cafeteria. CMT is responsible for maintaining the overall quality of meals served to the participants.

QUALITY MANAGEMENT

a. Training Management Committee (TMC)

A ten-member committee has been constituted and it will be chaired by the Secretary/Senior Secretary, Ministry of Public Administration to oversee the program and ensure training quality. Other members of the committee will be (1) Rector, BCS (Admin) Academy, (2) Rector, BPATC, (3) Representative from Cabinet Division, (4) Representative of Finance Division, (5) Representative of SEIP, (6) Representative of BIDS, (7) Representative of NAPD, (8) Representative of BIGD, BRAC University and (9) Director BIGM will act as member secretary of the training management committee. The committee may oversee the following activities:

- a) Selection of trainees
- b) Selection of trainers
- c) Validation of Program contents
- d) Preview of learning materials
- e) Review and validation of Assessment mechanisms
- f) Guidance with regard to placement in ministries/industries
- g) Graduation and awarding of certificate

b. Project Standing Committee (PSC)

A **Project Implementation Unit (PIU)** has been set up, employing professionals to execute the program. The Standing Committee of BIGM will monitor and provide operational guidance to the PIU for implementing the program successfully. The committee will meet time to time to monitor progress and address the challenges. The Project Standing Committee has already appointed a Program Director, Deputy Program Director, Officer and other staffs for the PIU to oversee the program. The Program Director will be accountable and reportable to the Project Standing Committee.

Project Standing Committee (PSC)

Director of BIGM	Chairman
One member from the Board of Directors	Member
One member from Ministry of Public Administration	Member
One member from Finance Division	Member
Representative of SDCMU-SEIP	Member
One member from Dhaka University	Member
Program Director of BIGM-SEIP	Member-Secretary



Contents of Strategic Management Course

The training compendium/manual/module will be composed of six consistent and self-contained modules. Each lesson will be tailored to bridge the gap between what trainees already know and what they require. Although strategy formulation, communication, execution, and evaluation necessarily entail perception and subjective judgments, this training program would promote a rational approach to strategy analysis.



Course Modules

Module - 01

Topic : Strategic Management Process

Sessions : 07 (Seven)

Method of Delivery : Lecture and Discussion

Expected Outcomes

- The strategic management process as the part or whole of the policy process comprehended;
- Clear understanding about the models, process and experiences of strategic management as part of the public service delivery obtained;

Session: 1.1	:	Definition of strategic management: It's linkage with Policy Formulation	(2)
Session: 1.2	:	Mapping of a public policy & strategy from collective problems	(1)
Session: 1.3	:	Different strategic-management models/frameworks and experiences	(2)
Session: 1.4	:	Organizational culture in public and private sector	(1)
Session: 1.5	:	Strategic management practices in public and private sector	(1)

Module - 02

Topic : Strategy Formulation

Sessions : 09 (Nine)

Method of Delivery : Case Exercise and Presentation

Expected Outcomes

- The use of tools and techniques of strategic analysis of an organization mastered;
- Process of formulating strategic goals, targets and objectives in an integrated way learnt;
- Analysis of alternatives strategies and selecting the best one experienced;
- Strategic plan for own organization prepared professionally.

Session: 2.1	:	Formulation of vision, mission and values for organization	(2)
Session: 2.2	:	Analysis of an organization: SWOT/ PESTLE and Stakeholder Analysis	(3)
Session: 2.3	:	Setting long-term goals and manageable short-term targets	(1)
		- SMART objective setting	
		- Five questions to build a strategy (Roger L. Martin)	
		- Detailed action plan (who will play what roles)	
Session: 2.4	:	Preparing a Strategic Plan	(3)
		- Distinguish between objectives, strategies, and actions	
		- Generating an alternative strategic plan	
		- Choosing the best possible strategy and testing organization's strategic alignment	

Module - 03

Topic : Strategy Execution

Sessions : 08 (Eight)

Method of Delivery : Case Exercise and Presentation

Expected Outcomes :

- Techniques of mobilization as well as optimum allocation of resources for strategy execution understood;
- Techniques of promoting operating excellence through innovation, quality assurance and promotion for strategy execution mastered.

Session: 3.1	: Process of strategy execution: Linking incentives for achieving strategic goals	(1)
Session: 3.2	: Promoting operation excellence for public strategy execution	(1)
Session: 3.3	: Identifying gaps in execution and revising strategy: a. R&D for strategy execution b. MIS for strategy execution	(2)
Session: 3.4	: Strategic planning, execution challenges – A case of Finance Division	(4)

Module - 04 (a)

Topic : Leadership, Strategic Decision Making and Crisis Management

Sessions : 09 (Nine)

Method of Delivery : Group Work and Presentation

Expected Outcomes :

- Leadership role in own organization in strategy execution understood
- Possible risks and crisis apprehension capacity as well as techniques of crafting mitigation strategies in implementation stage developed.

Session: (a).1	: Leadership in implementing strategies successfully: Communicating strategies and leading change	(2)
Session: 4(a).2	: Leadership for motivation	(1)
Session: 4(a).3	: Speedy and consistent decision-making	(1)
Session: 4(a).4	: Persistent follow-up for producing a better result	(1)
Session: 4(a).5	: Risk and Crisis management - Risk Analysis Model - Impact Analysis Model - Mitigation Model	(2)
Session: 4(a).6	: Listening from a real Leader	(2)

Module - 04 (b)

Topic : Leadership, Conflict Resolution and Negotiation

Sessions : 05 (Five)

Method of Delivery : Group Work and Simulation

Expected Outcomes :

- Level of the organizational conflicts and resolution strategies understood and applied;
- Practical ways of conducting negotiation are mastered.

Session: 4(b).1 : Understanding organizational conflict and conflict resolution through effective negotiation; (1)

Session: 4(b).2 : Preparing Role play on Negotiation (2)
Cases on organizational conflict and conflict resolution

Session: 4(b).3 : Conducting Role Play on Negotiation (2)
Cases on organizational conflict and conflict resolution

Module - 05

Topic : Strategy Monitoring and Evaluation

Sessions : 04 (Four)

Method of Delivery : Group Work and Presentation

Expected Outcomes :

- Devising output and outcome indicators for monitoring of strategy and evaluation learnt;
- Crafting the techniques and models of strategy evaluation mastered.

Session: 5.1 : Strategy Monitoring, Evaluation (Balanced Scorecards) and Control (2)

Session: 5.2 : Case Study : Focusing on Strategy Evaluation (2)

Module - 06

Topic : Preparation and Presentation of Strategic Plan

Sessions : 10 (Ten)

Method of Delivery : Practical Work and Presentation

Expected Outcomes :

- Prepare a complete strategic plan professionally;
- Present the prepared strategic plan with implementation and monitoring-logs.

Session: 6.1 : Preparation of strategic plan by the participants (6)

Session: 6.2 : Presentation of strategic plan by the participants and assessment by the trainers (4)

List of Probable Resource Persons (Not in order of seniority)

Name of the Resource Persons/Speakers	Designation (Current/ Former)
Mohammad Tareque, PhD PhD-in Economics, Boston University, USA	Director, BIGM and Former Finance Secretary, Ministry of Finance, GoB
Prof. Dr. Muhammad Abdul Moyeen	Dean, Faculty of Business Studies and Professor, Dept. of Organization Strategy & Leadership, University of Dhaka
Prof. Dr. Muhammad Shariat Ullah	Professor and Chairman, Department of Organization Strategy and Leadership, University of Dhaka
Mr. Abul Kalam Azad	Former Principal Secretary to HPM, GoB Former Principal Coordinator, SDGs
Mr. Md. Abdul Halim	Commissioner, Bangladesh Securities and Exchange Commission and Former Secretary, Ministry of Industries
Dr. Mohammad Thoufiqul Islam	Professor, Department of Management University of Dhaka
Dr. Ahmad Kaikaus	Principal Secretary to the HPM Prime Minister's Office
Mr. Abdur Rouf Talukder	Governor, Bangladesh Bank Former Senior Secretary, Finance Division
Prof. Dr. Quamrul Alam	Professor, Central Queensland University (Melbourne), Australia
Dr. A.K. Enamul Haque	Professor, East West University
Dr. ATM Nurul Amin	Professor, Department of Environment Science, NSU
Ambassador Md. Humayun Kabir	Former Foreign Secretary, GoB
Dr. Kamal Uddin Ahmed	Former Secretary, GoB
Kazi Habibul Awal	Chief Election Commissioner Bangladesh Election Commission
Dr. Md. Moniruzzaman	Additional Secretary, Bridges Division, GoB
Mr. Md. Ahsan Ullah	Former Executive Director, Bangladesh Bank
Mr. A. R. M Nazmus Sakib	Former Additional Secretary, GoB
Dr. M. Golam Sarwar PhD- in Development Economics University of Manchester, UK	Associate Professor, BIGM and Former Divisional Chief, Planning Commission, GoB
Mr. Mohammad Muslim Chowdhury	Comptroller and Auditor General of Bangladesh
Mst. Asia Khatoon	Former Secretary, Bangladesh Public Service Commission Secretariat, GoB
Mr. Mohammed Munir Chowdhury	DG (Additional Secretary) National Museum of Science and Technology
Dr. Rizwan Khair, PhD- in Public Policy, University of New England, Australia,	Former MDS, BPATC and Joint Secretary, GoB
Mr. Md. Mosta Gausul Hoque	Former Principal Project Management Consultant, CPTU

Mr. Banik Gour Sundar	Program Director, BIGM-SEIP and Former MDS, BPATC, Savar, Dhaka
Dr. Md. Sanwar Jahan Bhuiyan PhD- in Development Administration, NIDA	Joint Secretary and Deputy Executive Project Director (DEPD), SEIP, Finance Division
Mr. Md. Kaesuzzaman	PS to Minister (Joint Secretary) Ministry of Science and Technology
Mr. Mohammed Walid Hossain	Joint Secretary, Finance Division, Ministry of Finance
Dr. Fazle Rabbi PhD-in Public Administration, University of Texas, USA	Director, Training (Deputy Secretary), Institute of Public Finance, Ministry of Finance
Dr. Md. Rezaul Karim	Deputy Director (International Programme) Bangladesh Public Administration Training Centre
Mr. Mohammed Shoheler Rahman Chowdhury	Director General (Additional Secretary), CPTU
Dr. Mohammed Ziaul Haque	Joint Secretary (IT & FT Branch) Ministry of Public Administration
Mr. Mohammed Saiful Islam	Deputy Secretary, GoB and Additional Director (Strategic Planning), BIGM
Architect Iqbal Habib	Principal Architect, VITTI Sthapati Brindo Ltd.
Dr. Munshi Muhammad Abdul Kader Jilani PhD in Human Resource Management, WHUT	Assistant Professor, BIGM
Ms. Shirin Sharmin	Assistant Professor, BIGM



Dr. Salehuddin Ahmed, Former Governor of Bangladesh Bank is conducting a session at BIGM using online platform

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3	Md. Zahangir Alam	Assistant Professor(Assistant Director) Department of Accounting Directorate of Secondary and Higher Education Ministry of Education
4	Khandakar Mohammad Rashed Iftekher	Additional Deputy Director (Control Room) Department of Agricultural Extension
5	Md. Anisuzzaman Ibne Omar	Executive Engineer Public Works Department
6	Md. Salauddin	Deputy Secretary Ministry of Defense
7	Asim Chandra Banik	Additional Deputy Commissioner (General) Office of the Deputy Commissioner, Sunamganj
8	Md. Ruhul Amin Chowdhury	Joint Director Bangladesh Bank
9	Md. Ali Afroz	Executive Magistrate Civil Aviation Authority of Bangladesh
10	Jahanara Baset	Senior Executive ISOQAR Bangladesh Ltd., Dhaka
11	Dr. Mohammad Monirul Islam	Assistant Professor, Economics Nagarpur Govt. College, Tangail
12	Muhammed Abdullah	Chief Executive Officer Zila Porishad, Kishoreganj
13	Mohammad Afzal Hossain Akand	Joint Director Bangladesh Bank
14	Taslina Bari	Assistant Officer-Program BURO Bangladesh, Dhaka
15	Mohammad Mominul Hoque	Upazila Agriculture Officer Department of Agricultural Extension
16	Md. Rezaur Rahman	Vice-Principal Govt. Khondokar Mosharraf Hossain College, Jhenaidah

Batch - 1

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19	Krishna Proshad Biswas	Joint Director Bangladesh Bank
20	Md. Serajul Islam	Deputy Director Bangladesh Institute of Capital Market (BICM), Dhaka
21	Mohsina Ashraf	CEO & Lead Consultant Triskle Ever, Dhaka
22	Dr. Md. Yousuf Ali	Manager (Field Research) Bangladesh Sugar and Food Industries Corporation
23	M. Muzibur Rahman	Chief Executive Officer (Deputy Secretary) Zila Parishad, Faridpur
24	Mohammad Goljer Hossain	Commander Bangladesh Navy
25	Md. Tarikul Alam	Manager (Production) Bangladesh Sugar and Food Industries Corporation
26	Indranee Haque	Joint Director Bangladesh Bank
27	Md. Sazzadul Islam	District Controller of Stores Bangladesh Railway, Pahartali
28	Md. Masudur Rahman	Deputy Director Anti-Corruption Commission, Dhaka
29	Md. Zahirul Islam Majumder	Joint Director Bangladesh Bank
30	Mst. Susmita Islam	Deputy Secretary Ministry of Disaster Management & Relief
31	Lt Col Md. Shahed Noor Chowdhury, afwc, psc, sigs	Lieutenant Colonel Bangladesh Army
32	Dr. Mohammad Golam Mostafa	Deputy Secretary Rural Development and Co-operative Division Ministry of Local Government, Rural Development and Cooperatives
33	Mahmuda Sultana	Assistant Professor, Accounting Govt. Bangla College, Dhaka



Group photo of participants of Strategic Management Course, Batch – 1 with the chief guest Mr. Abdur Rouf Talukder, Senior Secretary, Finance Division (at present Governor, Bangladesh Bank) at the Certificate Awarding Ceremony



Mr. Abdur Rouf Talukder, Senior Secretary, Finance Division (at present Governor, Bangladesh Bank) is addressing as a chief guest at the Certificate Awarding Ceremony of Strategic Management Course, Batch – 1

Profile of Director, BIGM

MOHAMMAD TAREQUE, PhD a career civil servant, currently serves as the Director at Bangladesh Institute of Governance and Management (BIGM). Before joining BIGM, Dr. Tareque worked as an Alternate Executive Director at the World Bank and Finance Secretary (Finance Division), Ministry of Finance, Bangladesh. He served in the Finance Division in various capacities - Deputy Secretary through Additional Secretary. He also worked about four years with the Asian Development Bank (ADB) as a Micro-economic Analysis Specialist and five years as Director, Prime Minister's Office, Government of Bangladesh (GoB). Dr. Tareque spent about 36 years in civil service. Thus, he has a wide range of experience in public administration, public finance management, development planning, macro-economic management and training. During his long tenure of about 15 years in the Finance Division, he developed a team of spirited officers, bonded by an esprit-de-corps, brought in a culture of intellectual discourse, led the team to usher in a wide range of reforms within the public financial management system of Bangladesh. He helped introduce the Medium-term Budgetary framework across the government based on a Medium-term Macro-framework, created Macro, Debt Management, and Autonomous wings of finance division without creating any single additional post. Dr. Tareque also helped separation of monetary policy from fiscal operations, facilitated introductions of Public-Private Partnerships (PPP) and PPP financing instruments, creation of Bangladesh Infrastructure Finance Fund Limited (BIFFL) as a PPP project financing vehicle and established Public Financial Management (PFM) capacity enhancing institute namely, the Institute of Public Finance (IPF). During his long career in the finance division, Dr. Tareque developed more than 20 policy papers to ensure socio-economic developmental stability and strengthen financial accountability. Dr. Tareque completed BA (Honours) and MA degrees in Economics from the University of Dhaka. He also completed his PhD in Economics and MA in Political Economy from the University of Boston, USA. He participated in many professional training programs at national and international reputed institutions. Dr. Tareque has written around 13 articles/conference papers in reputed international and national journals indexed in/published by SSCI and ESCI - Thomson Reuters (Web of Science), Scopus, SAGE, Springer, Wiley, and Emerald.

Strategic Management Course

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