



# PROGRAM PROSPECTUS

## Executive Masters in Policy and Governance (EMPG) North South University



**South Asian Institute of Policy and Governance (SIPG)**

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## BACKGROUND OF THE PROGRAM

Better and good governance coupled with sound policy-making and implementation is a sine qua non for any nation and equally relevant for Bangladesh. The inclusion of minorities, women and the poor in policy-making are critical governance challenges. However, the large public sectors in developing countries are weakly organized resulting in poor public policies and governance. Analyzing and assessing these sectors and their interfaces with other social and economic actors at domestic and global levels is crucial in order to address the socio-economic challenges. Despite impressive growth in the GDP and improvements in the human development indicators, the public sector in Bangladesh is weakly organized resulting in poor regulatory quality, insufficient public policies and weak governance. Given the context, it is recognized that there is a need for renewed understanding and meaning of governance, formulation and implementation of public policies in Bangladesh. Therefore, capacity development through education on policy and governance of young professionals and potential future leaders in public/NGO sectors by developing necessary skills for analyzing public policy, planning and development management is crucial to have a positive impact on the quality of governance.

The Executive Masters in Policy and Governance (EMPG) is expected to meet the academic and professional requirements of new entrants and mid-level working professionals of public bureaucracy, development executives, embassy officials, managers of NGOs, private sector officials willing to widen and enrich further their professional degrees. The program would provide a flexible and interactive learning approach suitable to working professionals from diverse academic and professional backgrounds.

## OBJECTIVE OF THE PROGRAM

The Executive Masters in Policy and Governance (EMPG) is designed to offer high quality and international standard education and training on governance and policy analysis for the young professionals of Bangladesh. This is intended to enhance capacity for young professionals on public policy and governance. It aims to strengthen academic competence and professional skills among professionals from public bureaucracy, development executives, embassy officials, managers of NGO, private sector officials in Bangladesh.

North South University (NSU) has been successfully offering a regional program for South Asian professionals on master in public policy and governance with international collaboration since 2008. There is a ready stock of rich available material input on policy and governance which can be effectively utilized for the proposed EMPG Program targeting the young professionals of the public/non-government and development sectors.

The EMPG aims to develop problem-solving and analytical skills of the participant students from wide range of scholarly resources/ case studies/ learning materials on major policy and governance issues in the broader South Asian context with particular reference to Bangladesh. The program aims to make a unique balance of theory and practice.

Practical approaches would include the development of a practicum by the students independently based on work-life experiences. In brief, the major aims of the EMPG are as follows:

- Analytical and practical skill development
- Improving policy analysis skills
- Conceptual and practical understanding of governance and development

The EMPG Program has 3 areas of specialization: i) Policy Analysis, ii) Human Resource Development, and iii) Program Management. Students will take 6 core courses and 6 courses from the areas of specialization.

The course curriculum of the EMPG has been designed on the basis of an extensive review and analysis from the demand side of the program. Several stakeholders such as the government, UN agencies, bilateral development partners and INGOs/NGOs were involved in consultation workshops, experts' interviews and baseline surveys. The teaching materials have been developed by professional experts from leading European and national universities.

## DEGREE REQUIREMENTS

The completion of the EMPG degree requires 2 semesters (comprising six months each) with 12 courses. Each course is equivalent to 3 credits thereby a student is required to undergo a total of 36 credits. The qualifying grade is a minimum CGPA of 2.75. Participants will be assigned to a given organization to develop the practicum in the last semester under the supervision of a designated faculty member.

A maximum of 6 credits (2 courses) may be waived for the potential students who have completed similar courses at their previous studies from any recognized institutions. The decision will be taken by Department based on the academic contents and standards of similar courses.

Prerequisite: 'ENG500: Graduate English' will be a prerequisite to complete EMPG degree for the students who will be revealed as a weak in English. The Department will assess the level of students on the basis of admission tests and Goal Statements. The decision of the Department will be final in this regard. The course will be of three credits with payments and as non-credit.

Students will have to complete all the degree requirements within a maximum duration of 2 years.

## ADMISSION REQUIREMENTS

- Must have a Bachelor degree from any recognized university in Bangladesh or abroad;
- At least second class (or CGPA 2.75 on a 4 points scale) in all exams;

## ADMISSION TO EMPG

- Admission circular will be given usually in websites and newspapers
- Potential students of the EMPG program would be fresh graduates, new entrants and mid-level working professionals of public bureaucracy, development executives, embassy officials, managers of NGO, and private sector officials.;
- A written admission test will be organized on English, General Knowledge, Analytical Skills and Basic Mathematics (total 100 marks);

## DEGREE REQUIREMENTS

All interested candidates are required to submit online/hard copies in the prescribed application form downloadable from [www.mpppg-nsu.org](http://www.mpppg-nsu.org) along with recent passport size photographs, all academic certificates, transcripts and goal statements indicating their motivation for undertaking the degree program. Pay order of BDT 1500 in favor of North South University along with the application form is required to be sent to Program Officer, room no NAC- 1074, North South University, Bashundhara, Dhaka-1229 before the cutoff date.

## MEDIUM OF INSTRUCTION AND LANGUAGE PROFICIENCY

The EMPG course is designed and targeted for potential future leaders and executives. The curriculum and resource materials to be supplied are in English. Class lectures, assessments and all communications will be based on English.

## GRADING

The EMPG program follows the NSU grading policy.

## FACILITIES AVAILABLE FOR STUDENTS

- SIPG Resource Center (also access to NSU central library);
- SIPG Computer Lab with internet and printing facilities;
- Separate Common Room for female students;

## STRUCTURE OF EMPG

- Degree awarded by North-South University, Dhaka, Bangladesh;
- 2 Semesters (6 months semester);
- Spring Semester: January-June, and Fall Semester: July-December;
- Medium of instruction is English;
- Three areas of specialization;
- Six core courses and six specialized courses (each of 3 credits) and 1 prerequisite course;
- Development and submission of a practicum for 3 credits,
- Total 36 credits are required for awarding the EMPG degree.

## COURSE DESCRIPTION

### **Core Courses: 6 core courses (6X3=18 credits)**

1. EMPG500: Public Policy (3 credits)
2. EMPG505: Governance: Theories and Practices (3 credits)
3. EMPG510: Organizational Behavior (3 credits)
4. EMB 500: Communication Skills for Managers (3 credits)
5. EMPG515: Negotiation: Tools and Techniques (3 credits)
6. EMPG570: Basis of Social Research and Practicum (3 credits)

**Specialized Courses:** 6 courses of 18 credits (4 courses from 1 area of specialization equivalent to 12 credits and 2 courses from other area(s) of specialization equivalent 6 credits)

### **Area of Specialization 1:** Policy Analysis (4X3=12 credits):

1. EMPG520: Policy Analysis: Tools and Techniques (3 credits)
2. EMPG525: Case Study Analysis (3 credits)
3. EMPG530: Global Policy Regimes (3 credits)
4. PPG550: Fundamentals of Economics (3 credits)

### **Area of Specialization 2:** Human Resource Development (4X3=12 credits):

1. EMPG535: Human Resource Planning and Staffing (3 credits)
2. EMPG540: Leadership and Development (3 credits)
3. EMPG545: Performance Management (3 credits)
4. EMPG550: Gender and Governance (3 credits)

### **Area of Specialization 3:** Program Management (4X3=12 credits):

1. EMB690: Strategic Management (3 credits)
2. EMPG555: Project Management: Monitoring and Evaluation (3 credits)
3. EMPG560: E-Governance and ICT (3 credits)
4. EMPG565: Civil Society and Corporate Governance (3 credits)

**Prerequisite Course:** ENG500: Graduate English (0 credit)

## ALLOCATION OF COURSES IN 2 (DUAL) SEMESTERS

### First Semester- 18 Credits

EMPG500: Public Policy (3 credits)

EMPG505: Governance: Theories and Practices (3 credits)

EMPG510: Organizational Behavior (3 credits)

EMB 500: Communication Skills for Managers (3 credits)

EMPG515: Negotiation: Tools and Techniques (3 credits)

1 course from the area of specialization (3 credits)

### Second Semester- 18 Credits\*

1. 3 courses from the area of specialization (3X3=9 credits)

2. 2 courses from any other area of specialization (2X3=6 credits)

3. EMPG570: Basis of Social Research and Practicum (3 credits)

\*(No prerequisite)



## CORE COURSES

### COURSE TITLE: PUBLIC POLICY

**Credit:** 3

**Course Category:** Core Course

**Course Number:** EMPG500

#### Objectives

The prime objective of the course is to give the student an overview of different theoretical models, approaches and processes of public policy. The course reviews and analyzes the processes and dynamics of public policy formulation and implementation with particular emphasis on developing countries.

#### Contents

The course will have the following broad coverage:

- Review and analysis of the contemporary concepts, theoretical discourses of policy and policy models.
- Policy-Making: Art and Science of policy-making processes
- Policy formulation - Models, risks and uncertainly analysis.
- Policy Implementation approaches and models
- Political economy of policy-making and its implementation challenges in the context of developing countries

The course will have a dedicated session on Policy colloquium. The colloquium will be handled by reputed senior professionals from the public sector/ third sector and development partners. The prime objective of the colloquium is to orient the students to understand and assess the policy dynamics and the determinants.

#### Learning Outcomes

The participants will get an understanding of various policy-making models and their relevance to the context of their respective countries. They will get an analytical overview and understanding of the process and dynamics of policy formulation and implementation challenges. The participants will be able to use tools of policy analysis and write policy briefs.



## **COURSE TITLE: GOVERNANCE: THEORIES AND PRACTICES**

**Credit:** 3

**Course Category:** Core Course

**Course Number:** EMPG505

### **Objectives**

The course will attempt to introduce different models, approaches of governance discourses from European and South Asian perspectives. It will examine the major governance issues in the context of South Asia, drawing examples from other developed and developing countries. The course is concerned with how public-sector regimes, agencies, programs, and activities are organized and managed to achieve public purposes. In order to understand governance as a means of policy formulation and implementation, the course reviews new models of governance and its operational modalities.

### **Contents**

- Understanding governance – basic concepts, theories and principles;
- concepts and practices of e-Governance;
- role of the state, civil society and the private sector in governance;
- institutional and governance issues of local government with reference to South Asia,
- environmental governance;
- problems of corruption in South Asia;
- national security issues and governance.

### **Learning Outcomes**

Upon completion of this course the student should be able to:

- Distinguish among different theories/models of governance from European, Aid Agencies' and South Asian perspectives;
- Critically analyze the role of local government, civil society and private sector in ensuring better governance;
- Understanding relationship between national security and governance performance;
- Develop practical knowledge about the role of e-governance in reducing corruption and inefficiency within the public sector organizations.

## COURSE TITLE: ORGANIZATIONAL BEHAVIOR

**Credit:** 3

**Course Category:** Core Course

**Course Number:** EMPG510

### Objectives

The course reviews and discusses central positions and perspectives in organizational theory and behavioral approaches to management and institutional analysis. The major aim of the course is to help the students to understand and analyze individual and organizational behavior in social and organizational contexts. It does so by emphasizing on the broad approaches to the subject matter, and inventories of relevant organizational, institutional and behavioral theories. The central questions it asks are: What are the managerial and behavioral aspects of policy / decision making, planning and institutional design? How behavior and culture are interlinked with management practices? The goal is to develop analytical and critical skills among students, so that they can evaluate theories, models, methods, and critically identify problems and areas for further research.

### Contents

- Models and approaches of organizational and administrative behavior;
- theories of organization and administrative culture;
- dimensions of culture across nations, role of leadership in management culture, interpersonal relationships and team building within and across organizations;
- organizational negotiation;
- managing change in organization, nature of Bangladeshi, Nepalese, Sri Lankan and South East Asian styles of management and organization culture.

### Learning Outcomes

Upon completion of this course the student should be able to:

- Distinguish among different theories/models of governance from European, Aid Agencies' and South Asian perspectives;
- Critically analyze the role of local government, civil society and private sector in ensuring better governance;
- Understanding relationship between national security and governance performance;
- Develop practical knowledge about the role of e-governance in reducing corruption and inefficiency within the public sector organizations.



## COURSE TITLE: COMMUNICATIONS SKILLS FOR MANAGERS

**Credit:** 3

**Course Category:** Core Course

**Course Number:** EMB500

### Objectives

- Help students understand the importance of realistic business communication process with real life business scenarios
- Familiarize students with communication, audience, message, culture, and other related strategies
- Teach students writing skills covering composition techniques, document design, editing, and appropriate style for writing
- Demonstrate students with learning document designing for high skill value, clear progression, and linkage
- Enhance speaking skills of a public nature in meetings and presentations
- Familiarize students with persuasive skills of tell/sell and ask/answer question in different situations
- Teach students effective interpersonal speaking skills
- Demonstrate how to design presentation and slide and other visual aids
- Teach students nonverbal delivery skills, relaxation techniques and listening skills as well

### Contents

This course examines:

- communication tools and techniques in different business settings;
- effective ways of conducting official correspondence and writing business reports from a real-life perspective;
- communication process,
- models of communication,
- principles of effective verbal and non-verbal communication,
- writing and presenting research reports and communicating with stakeholders.





### Learning Outcomes

- To become competent communicators in public, private, within and across cultures.
- Students must learn the role of their communication choices and behavior within their social context.
- Students should understand factors that affect the potential success or failure of their communication efforts.
- Students are expected to learn effective presentation skills and learn to converse and control meetings and discussions.
- Students are expected to be able to learn techniques of persuasion, answering questions in hostile situations and developing effective listening skills.

### COURSE TITLE: NEGOTIATION TOOLS AND TECHNIQUES

**Credit:** 3

**Course Category:** Core Course

**Course Number:** EMPG515

### Basis of Social Research

#### Objectives

Organizations operate in environments in which political and economic pressures are strong, and in which resources -- natural and human resources as well as time and money - may be scarce. Moreover, various diverse and competing groups (both within and outside of the organization) often do all they can to influence the goals and direction of the organization. Given such circumstances, negotiation is a central skill in managing conflict, creating value, and distributing resources. This course explores the art and science of negotiation. The "science" is learned largely through seminar style discussions and lectures. The "art" is learned by experience in simulated negotiations. Multi-faceted negotiation simulations provide opportunities to develop multi-party and cross-cultural negotiation skills and engage in open discussion and direct feedback requiring special attention to issues of leadership, ethics and trust.

## Contents

- The course focuses on:
- Patterns and areas of organizational conflict
- Organizational and interpersonal trust
- Concept of negotiation and dispute resolution
- Strategies and techniques of negotiation
- Roles and functions of third-party negotiation
- Effective leadership in deal-making and dispute resolution.

## Learning Outcomes

- After the completion of the course, the students would develop
- Knowledge about negotiation strategies and tactics to create value for organization
- Understanding psychological tools that you can use in negotiation
- Learning how to resolve workplace disputes
- Importance of coalitions to improve negotiation strength
- How to claim your share of the value created?
- Identifying mutual interests
- Understanding negotiation styles in cross-cultural settings

## **COURSE TITLE: BASIS OF SOCIAL RESEARCH AND PRACTICUM**

**Credit:** 3

**Course Category:** Core Course

**Course Number:** EMPG570

## **Basis of Social Research**

### **Objectives**

The purpose is to equip the student with multiple methodological and analytical skills to carry out empirical research on relevant problem issues in either his/her place of work or social issues in general. This is achieved through enhancing the student's insight into different research strategies, critical issues in the philosophy of the social sciences, and the methodological basis for selecting scientific research. The course puts emphasis on qualitative, quantitative and mixed-method approaches to social science research.

## Contents

- Introduction to Philosophy of sciences – Social Research
- Approaches to knowledge and theory building
- Formulation testable research questions and hypothesis
- Research Design
- Various approaches and methods of social research
- Methods of content analysis
- Preparation of research proposal
- Research ethics
- Basic statistical tools of social research (descriptive and analytical statistics)

### *Exercise and group work*

- Conducting interviews.
- Participation in Focus Groups seminar.
- Participation in quantitative data analysis workshop.
- Report of about 8-10 pages based on interviews and focus group research methods.

## Learning Outcomes

At the end of the course, the students would be able to write and present a do-able individual research proposal. The students would be able to undertake research using both qualitative and quantitative tools to address their research questions/hypotheses.

## Practicum

A practicum is a practical section of the program that involves actual work in an area and applies the knowledge and skills that have been learned to develop an independent analysis. Practicums allow students to observe and document how working professionals perform in their jobs. Students will participate, to a limited extent, in performing tasks under supervision by designated professionals and on-site staff in respective organizations.

## Objectives

The aim of the practicum is to allow the students to observe actual work situations and relate/reflect on their learning. The aim is to identify organizational challenges, areas of improvement, process and work culture, assess innovations and managing change.

## Process of Practicum

Stage 1: Selection of an organization in consultation with the Program Officer

Stage 2: Students are assigned to an internal supervisor and external mentor

Stage 3: Research and process learning at the assigned organization

Stage 4: Report writing in consultation with the mentor and supervisor and

Stage 5: Seminar presentation on practicum

## Learning Outcomes

By adopting an innovative approach students are likely to learn concepts, issues of organizational change management. Students will develop skills for doing organizational analysis, diagnose problem and develop problem-solving skills.



## SPECIALIZED COURSES

### Area of Specialization 1: Policy Analysis

#### COURSE TITLE: POLICY ANALYSIS: TOOLS AND TECHNIQUES

**Credit:** 3

**Course Category:** Specialization Course

**Course Number:** EMPG520

#### Objectives

The aim of the course is to help the students understand and analyze public policy and different stages in the policy cycle in a critical and independent manner. It provides hands in tools, selected approaches and discourses to analyze public policy. The course provides both knowledge and skill on how the policies are examined and analyzed. The knowledge part will include review of selected conceptual models of policy analysis while the skill part would cover some analytical use of the tools of policy analysis.

#### Contents

- Concept of Policy Analysis - meaning and scope
- Policy analysis Its importance and significant in understanding public policies
- Overview of public policy and its importance in public sector governance and development management
- Difference between policy analysis and policy evaluation - contract and comparison
- Various models of policy analysis
- Selected techniques and approaches of policy analysis: Qualitative tools (priority analysis, risk analysis and mitigation plan, force field analysis) and Quantitative techniques (Economic Rate of Return (ERR), Internal Rate of return (IRR), Cost Benefit Analysis etc. externality assessment.
- Class workshop on policy analysis exercise



## COURSE TITLE: CASE STUDY ANALYSIS

**Credit:** 3

**Course Category:** Specialized Course

**Course Number:** EMPG525

A case study is a form of problem-based learning, where a real life case is presented and analyzed to draw a resolution and or intervention package. A typical case study is a detailed account, or story, of what happened in a particular policy, program or project over a set period of time and its generalized manifestation. The participant student is given details about the background and context and process. The participants will analyze the situation, determine what happened and why and finally suggest a way out or make specific recommendations.

### Objectives

To give students exposure to a number of cases related to public sector governance and policy issues through objectives assessment and review of selected cases.

To enhance the understanding on the process of public policy formulation, implementation and review and analysis;

### Contents

- What is case study? Types and nature of case studies;
- Methodology of undertaking case studies - Specific approaches, processes, tools and techniques of cases analysis;
- Sectoral case studies: Health, ICT, Education, Service delivery, Gender- based budgeting, Participatory planning.

### Learning Outcomes

- The students will get a better understanding of a selected policy and be able to understand and assess the mode, process of its formulation
- Understand and assess the nature of challenges and institutional barriers of implementation of a given policy and
- Identify and understand areas of concern and options and opportunities for further improvement of the policy understudy



## COURSE TITLE: GLOBAL POLICY REGIMES

**Credit:** 3

**Course Category:** Specialized Course

**Course Number:** EMPG530

### Objectives

Global Policy Regime course explains the concepts, actors, and processes that constitute global social policy. It focuses on key themes, issues and debates in global social policy. The course analyzes the impact of globalization on key welfare discourse and governance mechanisms and relates to global governance and development studies. It covers the emergence of global social policy as a dynamic and expanding field of study and practices. It provides an understanding and analysis of how social policies are shaped by global regimes comprising national, supra-national and international organizations. It highlights the roles of global actors including the international NGOs (INGOs), national NGOs, think tanks, and global policy advocacy coalitions. It also analyzes political constraints to reform global social governance.

### Contents

- Public policy in a globalized world;
- Global governance: political structure;
- International trade regimes and economic policies
- Relationship among national, supranational and international organizations
- Role of non-state actors in influencing global social policy

### Learning Outcomes

Upon completion of this course the student should be able to:

- provide an overview of recent developments in issues, themes, and contemporary debates in global economic/social policy and development.
- gain theoretical and empirical knowledge to analyze global politics of welfare and social policy
- learn to analyze the roles of actors and institutions both state and non-state and assess critically the roles of international and supranational actors in governing social policy and development
- develop independent and critical thinking about the process of globalization and how it affects social, political, and economic developments within the nation-state and
- develop skills in the planning and delivery of social welfare services.





## COURSE TITLE: FUNDAMENTALS OF ECONOMICS

**Credit:** 3

**Course Category:** Specialized Course

**Course Number:** PPG550

### Objectives

The prime objective of the course is to introduce the students to the core concepts, theories and principles of economics. The students get the preliminary knowledge of the principles of economics to understand the public sector management and policy issues.

### Contents

- Fundamental concepts of economics,
- Basic elements and applications of supply and demand,
- Analysis of production and cost,
- Markets (perfect competition, monopoly, and monopolistic competition), factor markets,
- Overview of macro-economics, consumption, savings, investment, international trade, money and banking,
- Taxation and fiscal policy,
- Economic growth and policies.

### Learning Outcomes

- Understand the microeconomic principles relating to how people make everyday decisions at the individual, household, and firm/industry levels based on the concepts of opportunity cost, trade-offs, scarcity, production possibility frontier, equity, and efficiency.
- Determine the equilibrium price and quantity in regulated and unregulated markets by using the tools of demand and supply.
- Apply elasticity concepts to understand the response of buyers and sellers to changing market conditions.
- Understand various market structures and principles of production, cost and profit generation.
- Understand the basic concepts of macroeconomics such as GDP, economic growth, inflation, unemployment, and deficits and surpluses.
- Assess the performance of an economy by using conceptual and numerical tools.
- Analyze policy performance of a government by reading some policy papers on the national budget, fiscal policy, and monetary policy.



## Area of Specialization 2: Human Resource Development

### COURSE TITLE: HUMAN RESOURCE PLANNING AND STAFFING

**Course Category:** Specialized Course

**Course Number:** EMPG535

#### Objectives

The course aims to examine various aspects of human resource planning and processes within the larger context of managing 'people at work' with prime focus to public sector institutions and development organizations. It will help the participants to develop advanced understanding on the concepts, approaches, strategies and methodologies by which all types of organisations can pursue human resource planning for effective and professional performance. The aim of the course is to promote critical and analytic thinking and expand students' perspectives on thematic areas of human resource management practice and process in work.

#### Contents

- Human Resource Planning: Meanings and Approaches
- Human Resource Planning and Job Analysis
- Recruitment and Selection
- Training and Development
- Motivation, Reward and Incentive system – Public corporate and  
and Employee Retention
- Performance Management and Appraisal
- Reward and Incentive system
- Career Development, Management and Succession Planning
- Work-life Balance and Organizational Performance
- Ethical Issues in Human Resource Management and Grievance Policies and Procedures and
- Human Resource Planning: A comparative overview of public, private and development sectors.



## Learning Outcomes

- Help students to understand a wide range of approaches to human resource planning in the literature and analyze practical aspects of human resource management in organizations.
- Shall broaden their practical perspective as HR professionals, with a focus on human resource management and employee development in which they work and beyond.
- Help students to understand the theoretical background of strategic management and strategic human resource management within the context of public, private and non-profit organizations.
- Facilitate their theoretical understanding to analyze the implications of insights into these contexts for human resource planning and organizational development.
- Prepare students for further learning and professional development in a range of HR practitioner skills relevant to human resource planning contexts.
- Help them to apply relevant human resource planning theories effectively to practical management contexts.
- Help students to understand and critically evaluate a set of key concepts in human resource planning.
- Prepare them to explore frameworks with which to make well-versed decisions to solve HR challenges in various contexts.





## COURSE TITLE: LEADERSHIP AND DEVELOPMENT

**Credit:** 3

**Course Category:** Specialized Course

**Course Number:** EMPG540

### Objectives

This course is designed to help students understand and examine their professional positions within the broad context of and issues and aspects related to leadership, governance, and development. The goal is to reorient thinking and help students to locate themselves within the larger context of leadership, governance, development management, and development institutions. A focus will be on thematic challenges in leadership and organizational development and their implications for the local and wider development of their future participation.

### Contents

- Leadership, Governance, and Development: Meanings, Approaches, and Interface
- Power and Politics in Organizational Context
- Definitions and Contexts of Leadership
- Contrasting Leadership and Power
- Theoretical and Practical Approaches to Leadership
- Perspectives on Governance - Scope of Leadership in Contemporary Governance
- Leadership and Governance in the Public Sector
- Leadership and Governance in Private and Nonprofit Sector
- Emerging Contexts of Development Leadership
- Transparency and accountability in leadership
- Ethics and leadership

### Learning Outcomes

- Help students to understand a wide range of approaches to Leadership and Governance in the literature and analyze issues of socio-economic and institutional development.
- Shall broaden their perspective as HR professionals, with a focus on factors involved in leading, designing, and implementing development programs and projects in organizations in which they work and beyond.
- Help students to understand the theoretical contexts of leadership and governance at personal, team, and organizational levels and to understand the interplay between such variables affecting action for human resource development.



## COURSE TITLE: PERFORMANCE MANAGEMENT

**Credit:** 3

**Course Category:** Specialized Course

**Course Number:** EMPG545

### Objectives

The course intends to critically examine features of performance management (PM) within the contexts of organizational and human resource development. It will assist students to further develop an understanding of the performance management context as it relates to public, private, and third sector (i.e. non-profit) organizations. The goal is to develop the critical thinking and analytical skills of the students to advance their understanding of the role of PM in fulfilling the strategic objectives of organizations. Finally, the course shall develop a conceptual understanding of the design of performance management systems and performance outcomes.

### Contents

- Performance Management: Meanings and Approaches
- Performance Management Process
- Defining Performance and Choosing a Measurement Approach
- Implementation of Performance Management Initiatives
- Gathering Performance Information
- Performance Management and Strategic Planning
- Performance Management and Reward Systems in Context
- Implementing a Performance Management System
- Performance Management Skills
- Adoption of Performance Management Initiatives and Reforms

### Learning Outcomes

- Help students to understand a wide range of approaches to performance management in the literature and analyze issues of performance in organizations.
- Shall broaden their perspective as HR professionals, with a focus on factors involved in designing and implementing performance management systems in organizations in which they work and beyond.
- Help students to understand the theoretical contexts of performance management at personal, team and organizational levels and to understand the interplay between such variables affecting action for human resource development.





- Facilitate their theoretical understanding and ability to analyze the theories, concepts, techniques and practices of effective performance management and their implications into the contexts of governance, management and development.
- Prepare students for further learning and professional development in a range of HR practitioner skills relevant to organizational, social and work role contexts.
- Help them to effectively apply their personal professional skills in PM to coordinate with other areas of HR practice in a variety of settings including public, private and non-governmental organizations to improve individual, group and organizational performance.
- Help students to understand and critically evaluate the effectiveness of performance management in a set of key development-related contexts and organizations.
- Prepare them to explore frameworks with which to make well-versed decisions to solve organizational challenges in various contexts of PM for coaching and continuous professional development.





## COURSE TITLE: GENDER AND GOVERNANCE

**Credit:** 3

**Course Category:** Specialized Course

**Course Number:** EMPG550

### Objectives

The objective of the course is to introduce the participants to the interconnected and intersecting literature on gender development and governance. The course attempts to examine various concepts of development and governance and the changing paradigms from a gender perspective. The course also introduces some analytical tools to understand and assess public policies and development programs from a gender approach.

### Content

- Definitions and concepts; contemporary theories of gender, governance, development.
- Engendering development and governance – approaches and processes
- Implications of globalization and gender.
- Gender and its implications on public policy.
- Institutional and structural approaches and challenges of gender mainstreaming
- Gender inequalities in service delivery and its implications on public policies.
- Gender auditing and engendering budget: Process and practices
- Review of gender sensitivity of selected public policies
- Case studies and best practices on Gender Mainstreaming

### Learning Outcome

Each student would get wider exposure to the literature on the concepts, processes, practices, and discourses on gender and development with particular implications on public policy. As young professionals, the participants will be able to introduce new concepts of gender mainstreaming, engendering public spending, and budgeting in the process and practice of public sector governance.



## Area of Specialization 3: Program Management

### COURSE TITLE: STRATEGIC MANAGEMENT

**Credit:** 3

**Course Category:** Specialized Course

**Course Number:** EMB690

#### Objective

- To enable students to develop a solid theoretical background in strategy development and management
- To develop students' ability to analyze industry forces and resources to reveal the feasibility of a business
- To inform different contemporary issues of developing distinctive competencies and achieving competitive advantage
- To develop student's skill as a top-level manager to critically analyze any present situation and anticipate as well as formulate future trend
- To actively involve students in the exploration of current strategic ideas, issues, problems and techniques associated with those of top management and the total organization
- To enhance skill in developing strategic direction reflecting organizational goal, formulation processes, and strategic change and critically reviewing industry-specific management strategy
- To enable students to diagnose and deal with real problems through case analysis world strategic management understand internal
- To provide experience in delivering formal presentations as a manager on strategic issues of an organization

#### Contents

Strategic Management, often called "business policy" or nowadays simply "strategy" is about the direction of organizations, most often, business firms. It includes that policy related issues that are of primary concerns of senior management, or to anyone seeking reasons of the success and failure among organizations. Top management always attempts to formulate vision, mission, and objective of an organization to capitalize competitive advantage over rival organizations. The way in which organizations attempt to develop such a competitive advantage constitutes the essence of their strategy. This course assumes students enter with fundamental knowledge of strategic management. It will analyze the most recent developments in strategic.



Strategic management is an integrative management course - the leading management course that challenges students to study and experience sets of multifunctional problems that confront top management. The course will allow students to bring together all functional skills of management, accounting, finance, marketing, and organizational behavior and use them to study strategic problems within the context of real-world business case studies. Strategic management is the practice of formulating, evaluating, and implementing strategies that help a company realize its vision, mission, and long-term objectives. This task includes planning a company's mission statement, objectives, vision and policies and figuring out the most effective way to implement them.

## **COURSE TITLE: PROJECT MANAGEMENT: MONITORING AND EVALUATION**

**Credit:** 3

**Course Category:** Specialized Course

**Course Number:** EMPG555

### **Objectives**

The course has two major objectives:

- introduces students to the principles of successful project management with a clear and logical approach to help implement and deliver services, and
- teaches step by step techniques to project planning, monitoring and evaluation.

### **Contents**

The course focuses on:

- Exploring the challenges of project management in the public sector.
- Examining the management and monitoring of project work in the public sector.
- Managing the resources and costs of the project.
- Examining methods and tools for identifying and managing quality criteria for public sector projects.
- Managing human resources, team building and nurturing team work.
- Managing communication, project risk and public sector procurement.
- Planning and learning hands in tools to monitor and evaluate public program and projects.

## Learning Outcomes

After the completion of the course, the students would develop:

- Efficient and effective project management techniques and learn how to increase capability to successfully manage projects
- Learn techniques about implementing and delivering public services
- Better plan for effective program design
- Learn practical step by step techniques to designing, monitoring, and evaluating programs and projects.
- Professional standards of quality in monitoring and evaluation.

## COURSE TITLE: E-GOVERNANCE AND ICT

**Credit:** 3

**Course Category:** Specialized Course

**Course Number:** EMPG560

‘e-Governance’ may be understood as governance performance using electronic media to facilitate the efficient, speedy and transparent dissemination of information to the public and other agencies, and for carrying out government administrative activities.

## Objectives

The course aims to introduce basics of the e-governance process, practice and instruments for public sector governance and development management.

## Contents

Topics to be covered:

- e-government phases, approaches and techniques
- e-administration, e-services, e-archive and e-portal
- Infrastructure and processes of e-governance
- e-governance and New Public Management
- Public service delivery and e-governance
- e-governance as a tool of program and performance monitoring
- e-governance and public sector transparency and accountability
- Institutional and procedural challenges of e-governance
- Selected case studies on e-governance in Bangladesh

## Learning Outcomes

Upon completion of the course, the participants are expected to get familiarity and a thorough understanding of e-Governance and its applications in public sector management. The course also attempts to provide some practical knowledge on the use of e-governance tools including applications of ICT in public service delivery and development management.

## COURSE TITLE: CIVIL SOCIETY AND CORPORATE GOVERNANCE

**Credits:** 3

**Course Category:** Specialized Course

**Course Number:** EMPG565

## Objectives

The objective of this course is to analyze the roles of civil society and the emerging private sector in development discourse, policy formulation, policy advocacy and implementation. It assesses the contribution and cooperation of such institutional actors in the development and policy arena in the context of the idea of collaborative governance.

## Contents

- Genesis and development of the third sector
- Roles of the third sector in implementing development policies, mobilizing resources, creating synergy and building networks with civil society, private sector, government, and bi-lateral and multi-lateral organizations with particular focus on reducing poverty
- Contribution of corporate sectors to human development measures and enhancing local development
- Corporate Social Responsibility (CSR)
- Corporate and NGO accountability
- Collaborative Governance
- GO-NGO Collaboration.

## Learning Outcomes

Upon completion of the course, students would be able to:

- Identify the various conceptual approaches to civil society and the private sector and how these are used in different contexts and by various stakeholders for the development process
- to understand the roles and interactions between state and non-state actors in development as well as governance arenas;
- have an understanding of the policy and political dimensions of multi-stakeholder efforts to influence state policies

## COURSE TITLE: GRADUATE ENGLISH

**Credits:** 0

**Course Category:** Prerequisite Course

**Course Number:** ENG500

Graduate English is designed to review and reinforce the basic English skills in writing, reading, and speaking of incoming graduate students, particularly those who have less experience with handling English as a medium of instruction. Its coverage would include the conventions of grammar and mechanics; the different forms of writing, particularly the essay and some types of professional writing; persuasion and argumentation and their nature as used in writing and speaking; the enhancement of writing and speaking through improved vocabulary, sentence variety, cohesion and audience awareness; reading skills and strategies as practiced on different kinds of texts; understanding, summarizing and paraphrasing of reading materials; and speaking skills in terms of content and delivery. The course will require frequent reading, the writing of essays and other forms, and plenty of speaking practice ending in a formal individual presentation. Overall the student should come to understand requirements of academic English at the graduate level in all its variety, and be able to read, write and speak with appropriate fluency and cogency at the end of the course. Credits: 3, Prerequisite for degree completion.

The course will be of three credits with payments and as non-credit.

