



GOVERNMENT OF THE PEOPLE'S REPUBLIC OF BANGLADESH

**REPORT OF THE
MARTIAL LAW COMMITTEE
ON
ORGANISATIONAL SET UP**

PHASE III

**[PUBLIC STATUTORY CORPORATIONS (AUTONOMOUS;
SEMI-AUTONOMOUS BODIES) AND ALLIED ORGANISATIONS]**

**VOLUME XIII
MINISTRY OF INDUSTRIES & COMMERCE**

**Part--2
INDUSTRIES DIVISION**

**Chapter IX
BANGLADESH MANAGEMENT DEVELOPMENT CENTRE**

FEBRUARY, 1984

BANGLADESH MANAGEMENT DEVELOPMENT CENTRE (BMDC)

Introduction

1. The Bangladesh Management Development Centre was established in the year 1961. In July, 1970, the centre was granted Semi-Autonomous Status and in the year 1976, the institute was transferred from the Ministry of Labour to the Ministry of Industries. It is the apex institution in the country for Management Development of the different public and private organisations by imparting training, carrying out research and by providing consultancy services. At present the centre provides training to more than 2000 managers, carries out on an average 15 research and consultancy jobs a year. In addition to the short training programmes the centre organizes two Post-Graduate Diploma Courses of one year duration—one in Industrial Management while the other in Personnel Management.

Functions

2. The broad functions of the Bangladesh Management Development Centre are as under:
 - a) to train and develop the managers at all levels of the various sectors of the economy;
 - b) to assist in the development and maintenance of healthy and constructive labour management relations;
 - c) to help improve productivity, standards of productivity, services, maintenance and repair works in business and industries;
 - d) to provide counsel and guidance in the various fields of management;
 - e) to carry out research work for improving management practices and to solve the different problems confronting the various sectors of the economy;
 - f) to publish books, journals and other publications in the fields of management and training;
 - g) to co-operate with similar other institutions, at home and abroad, to promote the modern concepts of management through joint sponsorship of seminars, courses and similar activity.

Clientele Groups

3. The clientele of Bangladesh Management Development Centre are as follows:—
- a) All levels of Managers of public and private sector industries and business.
 - b) Executives of all sectors of the economy dealing with Personnel Management & Human Relations, Accounts & Finance, Marketing, General Management, Research and Consultancy works.
 - c) Officials of the Planning Cells, Development projects, Development Banks, Private entrepreneurs etc, dealing with projects design, appraisal, implementation, monitoring, management and evaluation.
 - d) Officials of promotional agencies and public bodies dealing with agricultural services, health and family planning, transport management, small business management and so on.

Existing Organisation

4. It is headed by a Director elevated to Director-General, and is divided into three broad wings— (a) Training, (b) Research and Post-Graduate Studies and (c) Productivity, Consultancy & Computer Services. There are eight different specialized Divisions manned by three categories of faculty members, namely, Senior Management Counsellor, Management Counsellor, and Associate Management Counsellor. Besides this, there are five other section namely Administration, Accounts, Audiovisual, Library and Reproduction. The centre has two more Sub-Centres—one in Chittagong, the other in Khulna. The sanctioned strength of the faculty members other than the Director-General and Directors are as follows:—Sr. Management Counsellor—14, Management Counsellor—25, Sr. Research Officer—1, Associate Management Counsellor—7, Computer Programmer—1, Research Officer—2. The Administration Section and Accounts Section are headed by the Administrative Officer and the Senior Accounts Officer respectively. The Audiovisual, Library and Reproduction Sections are headed by the Audiovisual Officer, Sr. Librarian and the Assistant Co-ordination Officer (Reproduction) respectively. The total number of sanctioned posts is 172, of these 60 are

Class—I, 5 are Class—II, 51 are Class—III and 56 are Class—IV, against which there are 49 Officers and 83 Staff in position.

The existing organisation chart is given in Annexure—'A'.

Charter of Duties

5. The revised charter of duties is given in Annexure—'B'.

Work-Load

6. The Centre's major approaches for management development are: training, research and consultancy. The clientele are usually drawn from a very wide variety of organizations, although industry sector harbours the closer attention. And two consecutive country-wide surveys on training needs assessment in industrial sector conducted by the Centre (one in 1977 and the other in 1980) revealed that there are as many as 26,000 Managers in the public and private sector industries who need training on different areas during the period 1980-85. Although in the context of the changed policy and circumstances prevailing in the industries sector, the need has increased remarkably. The two workshops of the top training executives drawn from about 40 organizations of different sectors showed that the management training needs in the sectors other than industry is far more. To cater this training needs, Bangladesh Management Development Centre is continuously working and taking this load with increasing enthusiasm, commitment and firm determination.

A review of the past shows that the Bangladesh Management Development Centre organized 11 courses for 151 managers in 1961-62, while in 1968-69, it offered 31 courses for 506 trainees, in 1978-79, it offered 56 courses for 1222 trainees and in the last year the number of courses were 111 for 2300 participants. This phenomenal growth took place not only in the field of training but also in other aspects of Bangladesh Management

Development Centre's activities, namely, research, consultancy, in-plant problem solving and so on. The Bangladesh Management Development Centre quite often was required to take many challenging loads given by the Government. For instance, in the year 1973-74, Bangladesh Management Development Centre with its very small faculty of seven members took the whole responsibility of organizing year-long training programme of 200 officers of the Industrial Management Service Cadre. In the post-liberation period Bangladesh Management Development Centre increased its activities very quickly to upgrade the managerial skills of the public sector industries and thereby filled up the vacuum created by the exodus of the Pakistani managers. Similarly, in view of the present policy of the Government, Bangladesh Management Development Centre is to shoulder the responsibility of upgrading the management skills of the managers and owners of the emerging private sector, agro-industrial service sector, health sector, transport sector and so on. The Bangladesh Management Development Centre aims at improving the managerial effectiveness and efficiency of different sector to implement the Government Policy and Programmes in right earnest.

Other Details

7. a. State of Officer : In the present set up the total number of sanctioned strength of Officers are 65 out of which 60 are Class-I and 5 are Class-II. Against this sanctioned strength there are at present 45 Class-I Officers. A detailed "state of Officers (Class-I) of Bangladesh Management Development Centre" is given in Annexure-C.
- b. State of Transport : At present there are 5 vehicles at Bangladesh Management Development Centre out of which one is car, while the remaining four are Micro-buses. "The State of Transport of Bangladesh Management Development Centre" is given in Annexure-D.

Observations And Recommendations

8. a. Organization : The Bangladesh Management Development Centre was established to train and develop the managers of both the public and private sectors. Over the last two decades the

Centre has expanded its activities many times. Side by side training, the Bangladesh Management Development Centre has been carrying out research and consultancy jobs to make its training effective and need based. But in the context of the present need of management training in Bangladesh, the existing Organization Structure of the Bangladesh Management Development Centre (given in Annexure-'A') is not very suitable. The nature of needs for training, research and consultancy has changed remarkably. So, the Committee worked out a revised set-up keeping in view the present needs of the Bangladesh Management Development Centre which is given in Annexure-'E'. Adjustment of Faculty Members within the approved strength may be made on need basis.

b. Transport: The Bangladesh Management Development Centre is having the following transport:

a. 1 x Car

b. 5 x Microbus (1x Microbus for Khulna, 1x Microbus for Chittagong and 3x Microbus for Dhaka).

c. Office equipment:

The following equipment are possessed by the Bangladesh Management Development Centre:

1) 2x Plain Paper Copier

2) 4x Duplicating Machine.

3) 23x Typewriters.

4) 9x Projectors (including 3 Overhead Projectors, 4x Slide Projectors, 2x 16 m.m. Sound Projector).

5) 2x Tape and Cassette Recorder.

d. Office Accommodation: Total Office Accommodation of Bangladesh Management Development Centre is 71,458 square feet, out of which Chittagong Sub-Centre comprises 6,960 Sft. and Khulna Sub-Centre comprises 10,500 Sft. Office accommodation at Dhaka

is 53,998 Sft. of which 11,300 Sft. is under construction. Details of office accommodation at Dhaka, Chittagong and Khulna are given below :

1. Bangladesh Management Development Centre (Dhaka Office) :

—Existing office accommodation for officers and staff, class rooms, library & reading rooms, seminar rooms, projection rooms, toilets, reproduction rooms, passage, stairs, small auditorium, stores etc. =32,814 Sft.

—Existing hostel accommodation for Participants, dining hall, Kitchen & Pantry, passage, stairs etc. =9,884 Sft.

—Under construction canteen, common-room at hostel, hostel rooms (2nd floor), auditorium, passage, stairs etc. =11,300 Sft.

Sub-Total = 53,998 Sft.

2. Bangladesh Management Development Centre (Chittagong Office) :

—Existing office accommodation for officers & staff, class rooms, library, projection room, canteen-cum-dinning hall, toilets, passage, stairs etc. =6,960 Sft.

3. Bangladesh Management Development Centre (Khulna Office) :

—Existing office accommodation for officers and staff, class rooms, library, projection room, hostel rooms, dinning room, toilets, passage, stairs etc. =10,500 Sft.

Grand Total = 71,458 Sft.

Income

9. The income of Bangladesh Management Development Centre usually comes from the sources like, Government grant, course fee, hostel and hall rent, consultancy etc. Source-wise income alongwith percentage for the financial year 1983-84 of Bangladesh Management Development Centre is shown below:

<u>Income Sources</u>	<u>Income in Taka</u>	<u>In %</u>
i) Budget Grant from Government	Tk. 29,90,000/=	72.84%
ii) Course fee, hostel rent, hall rent	Tk. 9,00,000/=	21.92%
iii) Consultancy and others	Tk. 2,15,000/=	5.24%
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	TOTAL: Tk. 41,05,000/=	100%

Expenditure

10. The expenditures of Bangladesh Management Development Centre usually comprised of the heads like, pay and allowances of officers and staff, pension, leave salary, provident fund, gratuity, recreation allowance, income tax, insurance, contingencies etc. Major head-wise expenditure alongwith percentage for the financial year 1983-84 of Bangladesh Management Development Centre is shown below:

<u>Major Expenditure Heads</u>	<u>Expenditure in Taka</u>	<u>In%</u>
i) Pay of Officers	Tk. 9,71,000/=	23.65%
ii) Salaries of Staff and MLSS	Tk. 4,40,000/=	10.72%
iii) Allowances	Tk. 8,00,000/=	19.49%
iv) Pension, leave salary, provident fund, gratuity, recreation allowance, income tax etc.	Tk. 4,04,057/=	9.84%
v) Contingencies, course materials, stationary, insurance etc.	Tk. 14,89,943/=	36.30%
	<hr/>	<hr/>
	TOTAL: Tk. 41,05,000/=	100%

Conclusion

11. The revised set-up recommended by the Committee will bring down the sanctioned strength from 172 to 160 with consequential saving on head pay alone to the tune of Tk. 96,000/= approximately per annum.

ANNEXURE 'B'

REVISED CHARTER OF DUTIES
BANGLADESH MANAGEMENT DEVELOPMENT CENTRE

Director-General :

1. To act as the administrative head and be responsible for overall administration and finance of the Bangladesh Management Development Centre (BMDC).
2. To act as the Member Secretary of the Board of Governors.
3. To formulate the Centre's policies of training, research and consultancy, design strategies and implement those through the faculty members of the Centre.
4. To assist and guide the Directors in drawing and implementing Management Development Training Programmes, research projects and consultancy services.
5. To help the Government in manpower development in the field of management.
6. To be responsible for the administration and execution of the Bangladesh Management Development Centre as per Acts, Ordinances, Rules and Regulations and directives issued by the Government from time to time.
7. To act as Principal Accounting Officer of the Bangladesh Management Development Centre within the budget provision.
8. To be responsible for proper functioning and disciplining of the Bangladesh Management Development Centre.
9. To represent the Bangladesh Management Development Centre and where personal representation is not possible to select representation on his behalf.
10. To grant earned leave etc. to all officers under him.
11. To allocate duties of different officers as and when required.

12. To ensure revenue collection where applicable and safeguard Govt. property under his charge.
13. To be responsible for maintaining proper security measures of the Bangladesh Management Development Centre.
14. Any other duties assigned by the Government.

Director

1. To be responsible for the overall functioning of the concerned wing of the Centre.
2. To provide professional guidance to the faculty members of the respective fields of specialization of the Centre.
3. To assess needs, initiate plan, design and conduct training and research programme of the institute in consultation of the Director-General, and in collaboration with the members of the faculty.
4. To undertake independantly and guide the study of management problems in business and industry.
5. To initiate, co-ordinate and participate in various consultancy jobs carried out by the Centre.
6. To provide full co-operation for the maintenance of the effective co-ordination between the three wings of the institute in operating and organizing the three streams of the training, research and consultancy activities of the Centre.
7. To be responsible for providing professional guidance for the development of the faculty members of the concerned wing.
8. To represent the Director-General as and when necessary, maintain close liaison with the client organization, asses their requirement and formulate policies of training and research programmes to meet the requirement of the client organization.
9. Any other duties assigned by the Director-General.

Senior Management Counsellor:

1. To initiate, design, co-ordinate and implement the training programmes under the guidance of the Director-General/Director.

2. To prepare lecture materials and deliver lectures in the training courses.
3. To initiate and organize research programme and participate the consultancy jobs in the relevant fields.
4. To develop teaching materials and guide the Management Counsellors and Associate Management Counsellors in this regard.
5. To maintain liaison with the client organization, asses their needs and organize programmes to meet those needs.
6. Any other duties assigned by the Director-General/Director of the Bangladesh Management Development Centre.

Management Counsellor

1. To initiate, design, co-ordinate and implement training programmes under the guidance of the Director/Sr. Management Counsellor of the concerned field.
2. To prepare lecture materials, take classes, undertake research works and participate in the consultancy jobs.
3. Any other duties assigned to him by the Director-General/Director/Senior Management Counsellor of the Bangladesh Management Development Centre.

Senior Research Officer

1. To carryout research projects (i.e. prepare work plan, collect data, process them and write report) under the guidance of the Director/Sr. Management Counsellor of the concerned wing.
2. To collect reports and records and maintain liaison with different research teams assigned by the Director/Sr. Mgt. Counsellor of the concerned wing.
3. To participate in training and consultancy jobs of the Centre.

4. To evaluate all the training programme under the guidance of the Director-General/concerned Director.
5. Any other duties assigned by the Director-General/Director/Sr. Management Counsellor.

Associate Management Counsellor

1. To assist in the assessment of training needs, preparation of training materials and in implementing training programmes.
2. To assist in the collection of data/materials and processing them.
3. Any other duties assigned to them by the Director-General/Director/Sr. Mgt. Counsellor/Management Counsellor of the concerned wing.

Research Officer

1. To assist in the framing of questionnaire, collection of data, processing and tabulation of data for implementing research projects under the guidance of the Director-General/Director/Sr. Mgt. Counsellor of the concerned wing.
2. To participate in the training needs, assessment, materials preparation, implementation of training programmes and their evaluation.
3. Any other duties assigned by the Director-General/Director/SMC/SRO.

Senior Editor

1. To execute the printing activities of all the Bangladesh Management Development Centre publications, maintain liaison with the printing press approved by the Tender Committee, and getting the printing works done with the help of printing press in time.

2. To conduct proof-reading and monitoring of printing works.
3. To arrange for sell and distribution of Bangladesh Mangement Development Centre publications under the guidance of the Director of the concerned wing.
4. To arrange monthly meeting of the Director-General and Faculty Members.
5. Any other duties assigned by the Director-General or Director of the concerned wing.

Senior Librarian

1. To maintain the library by keeping up-to-date catalogue, assessing register etc.
2. To maintain liaison with other National and International Libraries and look for interlibrary loan.
3. To collect resource materials for training and research.
4. To assist in buying new books and journals.
5. To ensure safe custody of the books and journals.
6. Any other duties assigned by the Director-General or the concerned Director.

Planning & Programme Co-ordination Officer

1. To prepare programmes in connection with Development Project Works of the Centre.
2. To attend all meetings in connection with new projects proposal for inclusion in the A.D.P.
3. Maintain all papers of projects work of the Centre.

4. To assist in preparing all the records and transaction of the development projects.
5. Any other duties assigned by the Director-General or the concerned Director.

Senior Administrative Officer

1. Responsible to assist the Director-General in the rules of business of the Board of Governors of the Bangladesh Management Development Centre.
2. Shall exercise such powers and duties as shall be assigned to him by the Director-General from time to time.
3. Shall work under general supervision and control of the Director-General.
4. Shall be responsible for maintenance of office records of all kinds.
5. Shall be responsible for maintenance of Service Records, Service Books, Attendance Registers and any Registers required in the Administration.
6. To assist the Director-General in all Administrative affairs of Head Office and two Sub-Centres.
7. Shall supervise the duties of Administrative Officer and other Class-III and Class-IV Staff.
8. Any other duties by the Authority.

Senior Accounts Officer

1. Shall be responsible for preparation of budget, expenditure control, preparation of monthly expenditure statements, reconciliation of Bank statement with that of the Books of Accounts of the Centre.
2. Shall be responsible for preparation of all records and documents for Annual Audit of the Accounts of the Centre.

3. Shall be responsible for maintenance of security papers, fixed deposits receipts etc.
4. Shall be responsible for timely receipt of Government sanctions for Grant-in-Aids.
5. Shall be responsible for attending all budget meetings of the Centre.
6. Supervise all accounts, assist for proper maintenance of daily transaction in the cash book, all receipts in the accounts shall be credited to the Bank within 3 days from the date of receipt.
7. Shall be responsible for all periodical and annual financial returns of the Centre.
8. Any other duties assigned by the authority.

Audio-Visual Officer

1. The Audio-Visual Officer is responsible for operation and maintenance of all Audio-Visual equipments, materials, films etc. He has to co-ordinate film shows on various course programmes conducted by the Centre.
2. To develop and make films and slides for training purposes.
3. To supervise the work of Photographer and other Staff of Audio-Visual Section.
4. Any other duties assigned by the authority.

State of Officer
Bangladesh Management Development Centre

Sl. No.	Name and designation	Date of birth.	Date of appointment as Class-I Officer,	Date of Joining in the present post.
1	2	3	4	5
1.	Mr. M. Serajul Islam Director-General.	1-3-29	6-10-59	15-3-66
2.	Mr. Md. Moniruzzaman Sr. Mgt. Counsellor	30-6-41		16-10-70
3.	Mr. Abdul Momin Chowdhury Sr. Mgt. Counsellor	6-9-31		24-5-74
4.	Begum Nadira Hoda Sr. Mgt. Counsellor	6-10-36		30-5-75
5.	Dr. M. A. Khan Sr. Mgt. Counsellor	6-3-50	4-10-72	4-1-78
6.	Mr. Mostafa Kamal Sr. Mgt. Counsellor	13-1-46		18-9-78
7.	Mr. Md. Abdul Matin Sr. Mgt. Counsellor	1-1-15		18-9-73
8.	Mr. Syed Masud Hasan Sr. Mgt. Counsellor	5-12-48		16-6-80
9.	Mr. Misbahul Islam Sr. Mgt. Counsellor	18-1-35		29-8-80
10.	Mr. G. M. Qureshi Sr. Mgt. Counsellor	1-12-30	1-12-64	30-1-83
11.	Mr. A. K. M. Shaheed Management Counsellor	11-6-47		1-3-77
12.	Mr. A. K. M. Nurunnabi Chowdhury Management Counsellor	2-10-47	1-7-72	1-3-77

1	2	3	4	5
13.	Mr. Serajuddin Ahmed Chowdhury, Mgt, Counsellor	16-10-47		7-4-77
14.	Mr. Manzoor Murshed Management Counsellor	26-8-50		3-5-77
15.	Mr. Md. Kamal Akhtar, MC	1-1-49		20-5-77
16.	Mrs. Sabiha Khaton, MC	3-6-46		25-11-77
17.	Mr. Md. Rafiqul Islam	22-9-49		1-1-78
18.	Mr. Ashutosh Nath, MC	31-3-47		6-11-78
19.	Mr. Md. Salek, MC	2-2-54		30-1-79
20.	Mr. Md. Nizamuddin, MC	1-8-51		1-3-79
21.	Mr. Md. Golam Mowla, MC	30-7-47		7-5-79
22.	Mr. Sekhawat Hossain, MC	5-11-49		7-5-79
23.	Mr. Yusuff Hasan, MC	8-2-51		2-6-80
24.	Mr. Abdul Latif Miah, MC	11-8-43		5-8-80
25.	Mr. Md. Fayekuzzaman, MC	1-10-53		21-11-80
26.	Mr. A.K.M. Khairul Bashar, MC	16-2-54		1-1-81
27.	Mr. Md. Akhtaruzzaman, MC	1-1-49		30-4-81
28.	Mr. Sayedul Kawnine, MC	5-2-48		7-8-81
29.	Mrs. Deena Rashid, MC	14-8-49		1-12-81
30.	Mr. K.S. Kamal Hashmi, MC	16-2-50		9-5-81
31.	Mr. Soyeb Ali Sikder, Sr. Research Officer	31-10-54	5-1-80	25-3-81
32.	Mr. Jamal Arsalan, Senior Editor	26-1-45	21-1-75	1-12-81

1	2	3	4	5
33.	Mr. Shafiqur Rahman, Programme, Planning & Co-ordination Officer.	1-1-29	30-12-77	1-12-81
34.	Mr. Zahangir Alam Khan, Associate Mgt. Counsellor	14-1-52		4-6-80
35.	Mr. Md. Shamim, AMC	18-9-54		12-7-80
36.	Mr. Zahirul Alam, AMC	31-12-54		1-9-80
37.	Mr. E.K. Lutfullah, AMC	1-1-56		23-11-80
38.	Mr. Abdul Hamid, AMC	29-7-51		25-8-81
39.	Mrs. Nilufar Ahmed Karim Research Officer	6-11-54		24-3-81
40.	Mr. Mujibor Rahman Computer Programmer	15-2-44		21-3-83
41.	Mr. Sakawat Ali, Sr. Librarian	1-1-39		5-8-81
42.	Mr. Md Abdur Rouf, Audio-Visual Officer	5-2-36		5-8-81
43.	Mr. Serajul Haq Bhuiyan Administrative Officer	1-2-29	1-8-82	30-7-83
44.	Mr. Nur Mohammad Acting Senior Accounts Officer	12-8-51	27-8-83	27-8-83

State Of Transport
Bangladesh Management Development Centre
Industries Division.

Sl. No.	Registration No.	Type of Vehicle	Service-ability	User	Source	Whole-Time/ Part-Time	Remarks
1.	Dhaka/Kha-395	Toyota Car	Running	Director General	Locally Purchased	Whole-Time	
2.	Dhaka/Ba-3731	Vox-wagon	"	BMDC	"	Training Purpose	
3.	Dhaka/Ba-3732	Vox-wagon	"	BMDC	"	"	
4.	JAS-63-2380	Hi-ace (Toyota)	"	BMDC	UNDP	"	Under process of Transferring to BMDC
5.	JAS-63-2381	Hi-ace (Toyota)	"	BMDC	UNDP	"	Under process of Transferring to BMDC