

CURRICULUM VITAE

NAME : **MOHAMMAD MOHABBAT KHAN**

DATE OF BIRTH : 16 January, 1949

PLACE OF BIRTH : Dhaka, Bangladesh

NATIONALITY : Bangladeshi

MARITAL STATUS : Married

CHILDREN : Two sons

ADDRESS : University Grants Commission of Bangladesh
29/1, Agargaon, Sher-e-Bangla Nagar
Dhaka – 1207
Bangladesh

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EDUCATIONAL :

Degree Doctor of Philosophy
Field Public Administration
Institution University of Southern California
Year Awarded 1976

Degree Master of Public Administration
Field Public Administration
Institution University of Southern California
Year Awarded 1976

Degree Master of Public Administration
Field Public Administration
Institution Syracuse University
Year Awarded 1974

Degree Master of Arts
Field Public Administration
Institution University of Dhaka
Year Awarded 1970

Degree Bachelor of Arts (Honours)
Field Political Science
Institution University of Dhaka
Year Awarded 1968

TEACHING / RESEARCH / OTHER EXPERIENCE

Position Member
Institution University Grants Commission of Bangladesh
Period From November 2011 to November 2015

Position Director, Japan Study Centre
Institution University of Dhaka
Period From November 2011 till November 2011

Position Senior-most Professor
Institution University of Dhaka
Period From July 2008 till November 2011

Position Visiting Professor of Public Policy
Institution Northern University of Bangladesh
Period From August 2008 till November 2011

Position Visiting Professor of Public Administration and Governance
Institution Civil Service College, Dhaka
Period Fall 2006 till November 2011

Position Visiting Professor of Strategic Management
Institution BRAC University
Period Summer 2006

Position Visiting Professor of Political Science
Institution BRAC University
Period Spring 2005

Position Visiting Professor of Bangladesh Studies
Institution Darul Ihsan University
Period Spring 2005- Fall 2006

Position Professor of Public Administration
Institution University of Dhaka
Period April 2004-November 2011

Position Visiting Professor of South Asian Politics
Institution BRAC University
Period Summer 2004

Position	Visiting Professor of Development Studies
Institution	BRAC University
Period	Fall 2003
Position	Visiting Professor of Bangladesh Studies
Institution	Daffodil International University
Period	Fall 2003 till to date
Position	Visiting Professor of Public Administration
Institution	North South University
Period	Summer 2000- Fall 2000 Summer 2001
Position	Member
Institution	Bangladesh Public Service Commission
Period	April 1999 to April 2004
Position	Professor of Public Administration
Institution	University of Dhaka, Bangladesh
Period	January 1998 to April 1999
Position	Visiting Professor of Public Management
Institution	Institute of Humanities and Social Sciences, National University, Bangladesh
Period	January 1998- December 2000
Position	Research Fellow
Institution	Institute of Southeast Asian Studies, Singapore
Period	October 1997 to December 1997
Position	Professor of Public Administration
Institution	University of Dhaka, Bangladesh
Period	August 1991 to September 1997
Position	Professor of Public Administration
Institution	Yarmouk University, Jordan
Period	August 1990 to August 1991
Position	Senior Fulbright Fellow
Institution	University of Texas at Austin, USA
Period	January-August 1990
Position	Senior Fulbright Fellow
Institution	Cornell University, USA
Period	November-December 1989
Position	Professor of Public Administration
Institution	University of Dhaka, Bangladesh
Period	November 1983 to November 1989

Position	Associate Professor of Public Administration
Institution	University of Dhaka, Bangladesh
Period	August 1982 to November 1983
Position	Visiting Associate Professor of Public Administration
Institution	University of Benin, Nigeria
Period	October 1981 to September 1982
Position	Associate Professor of Public Administration
Institution	University of Dhaka, Bangladesh
Period	October 1978 to November 1981
Position	Assistant Professor of Public Administration
Institution	University of Dhaka, Bangladesh
Period	September 1976 to October 1978
Position	Lecturer in Public Administration (On Study Leave for Graduate Studies in USA)
Institution	University of Dhaka, Bangladesh
Period	September 1972 to September 1976
Position	Lecturer in Political Science
Institution	University of Dhaka, Bangladesh
Period	July 1970 to September 1972
Position	Lecturer in Political Science
Institution	University of Chittagong, Bangladesh
Period	April 1970 to July 1970

COURSES TAUGHT

Organization Theory, Organizational Behaviour, Management of Human Resources, Comparative and Development Administration, Strategic Management, Public Enterprise Management, Comparative Government and Politics, Comparative Political Development, Introduction to Public Administration, Advanced Public Administration, Introduction to Management, Introduction to Political Science, Political Theory, Public Policy, Public Management, Bangladesh Studies, Governance and Development, Governance and Public Policy, South Asian Politics and Government and Research Methodology (non-quantitative).

AREAS OF RESEARCH INTEREST

Asia, Administrative Reform and Change, Public Policy, Development Administration and Management, Rural Development, Public Enterprise Management, Comparative Government, Public Sector Management, Privatisation, Organization Development, Democracy, Corruption, Public Management, Governance, Urban Management, Globalisation, Islam and Women and Gender.

ADMINISTRATIVE EXPERIENCE

- Member, Syndicate, Jaganath University, Dhaka, 2011-2014
- Member, Board of Governors, Civil Service College, Dhaka, 2011-2014
 - Member, Board of Governors, Institute of Social Welfare and Research, University of Dhaka, 2009-2011.
 - Member, Board of Governors, Institute of Statistical Research and Training, University of Dhaka, 2009-2011
- President, Bangladesh Society for Public Administration, 2008-till to date
 - Convenor, Dhaka University Public Administration Department Alumni Association, 2008 till to date
- Chief Advisor, Centre for Democratic Local Governance, 2008-till to date
- Member, Academic Council, Darul Ihsan University, 2005-2006
- Member, Academic Council, Leading University, 2003-till to date
- Member, Board of Governors, Institute of Business Administration University of Dhaka, 1999-2002
- Member, Executive Council, Centre for Urban Studies, Dhaka, 1998-till to date
- Member, Advisory Board, Everett Dirksen-Adlai Stevenson Institute on International Policy Studies, USA, 1998- till to date
- Member, Governing Council of the Centre for the Advanced Research in Social Science, University of Dhaka, 1997-1999, 2008-2010 and 2011-2013
- Advisor, Bangladesh Literacy Society, 1994-1995
- Vice President, Human Resource Development Centre, 1993 to 1996; 2001-2006
- Advisor, Teacher-Student Centre, University of Dhaka, Dhaka 1993 to 1999
- Member, Bangladesh Universities Council, Dhaka, 1992-93
- Vice President, Bangladesh Society of International Studies, 1989 to 1991
- Chairman, Centre for Public Affairs, Dhaka, Bangladesh, 1986 to 2004
- Chairman, Centre for Administrative Studies, Dhaka, Bangladesh, 1984 to 1986
- Director, Centre for Development Research, Bangladesh (CDRB), Dhaka, Bangladesh, 1984 to date

- Member, Board of Governors, Bangladesh Public Administration Training Centre, 1984 to 1986
- Chairman, Department of Public Administration, University of Dhaka, Bangladesh, 1983 to 1986
- Member, National Training Council, Dhaka, Bangladesh, 1983 to 1986
- Member, Board of Advanced Studies, University of Dhaka, Bangladesh, 1980 till to date
- Member, Dhaka University of Senate, 1990-1993, 1994-1997, 1996-2001 & 2009-2012
- Member, Academic Council, University of Dhaka, Bangladesh, 1980-till to date
- Member, Board of Governors, Institute of Social Welfare and Research, University of Dhaka, 1984-86 and 2008

CONSULTING EXPERIENCE

Consultant, RTI to study **Tax Payment Behaviour of UP Citizens** and **Legal and Practical Constraints Preventing UPs Performance**, September-December 2007 funded by USAID.

Deputy Team Leader and Strategic Planning, Institutional Strengthening and Change Management Specialist of **Strengthening Results-Based Monitoring and Evaluation Project** from 31 July 2007 to 30 December 2007 funded by the Asian Development Bank, Dhaka, Bangladesh

Recon Advisor/Coordinator for a proposed **Anti-Corruption Project** to be funded by the USAID for Development Alternatives, Incorporated, USA from April 15, 2007 to May 10, 2007.

Short Term Consultant, **Class 1 Civil Servant's Recruitment and Training** from 15 November 2005 to 15 February 2006. The review has been sponsored and funded by the World Bank, Dhaka, Bangladesh

Team Leader and International Institutional Expert for External Review of Two SDC Funded Projects: **Good Governance Project of Pro Public and Anti-Corruption Project of Transparency International Nepal** from 13 December to 30 December 2004. The review was sponsored and funded by the Swiss Agency for Development and Cooperation, Kathmandu, Nepal

Short Term Consultant, **Institution and Training** from 5 to 12 December 2004 and 6 to 17 February 2005. The World Bank, Dhaka, Bangladesh, sponsored and funded the consultancy.

Team Leader/Consultant, **Local Government Initiative Rapid Field Appraisal** from April 2002 to May 2002. The Project was sponsored by the ARD, Bangladesh and funded by the USAID.

Co- Team Leader, **Strengthening Public Administration Training Project in Bangladesh** from May 1998 to November 1998. The Project was sponsored by the Ministry of Establishment (MOE), Government of Bangladesh (GOB) and funded by the Asian Development Bank (ADB).

Consultant, **Management and Operation Support (Twining Programme) Project** from June 1997 to May 1998 and from December 1998 to April 1999. The Project was sponsored by Dhaka Water and Sewerage Authority, Ministry of Local Government Rural Development and Cooperatives (MOLGRD&C), GOB and funded by the World Bank (WB).

Consultant, **Community-Based Human Settlements Development in Bangladesh** from October 1996 to November 1996. The Project was sponsored by the United Nations Centre for Human Settlements (Habitat), Bangkok, Thailand and funded by the United Nations Development Programme (UNDP), Dhaka.

Consultant, **Civil Service Reform** from August 1994 to November 1994. The Project was sponsored and funded by the World Bank (WB), Dhaka.

Consultant, Mid-term Review Team, **Fifth UNDP Country Programme** from January 1994 to February 1994. The Project was sponsored by the GOB and the UNDP, Dhaka and funded by the UNDP, Dhaka.

Consultant, **Public Administration Sector Study Project** from February 1993 to July 1993. The Project was sponsored and funded by the UNDP, Dhaka.

Consultant, Preparation of **Inventory and Compilation of Existing Studies on Children in Especially Difficult Conditions** from December 1992 to February 1993. The Study was sponsored by the Bangladesh Shishu Adhikar Forum and funded by the UNICEF, Dhaka.

Consultant, **Public Administration Reform Project** from December 1991 to March 1992. The Project was sponsored and funded by the UNDP, Dhaka.

Project Director/Team Leader, **Public Administration Efficiency Study Project** from May 1989 to November 1989. The Project was sponsored by the MOE, GOB and funded by the USAID.

Consultant, **Decentralization Project** from March 1986 to May 1986 and September 1987 to November 1987. The Project was sponsored by the Asian Institute of Technology (AIT) Bangkok, Thailand and funded by Food and Agriculture Organization (FAO).

MEMBER, EDITORIAL BOARD

Dhaka University Journal of Development Studies, Dhaka, Bangladesh, 2009 till to date

SUST Journal of Public Administration, Sylhet, Bangladesh, 2009 till to date

Journal of Administrative Studies, Dhaka, Bangladesh, 2008 till to date

Bangladesh Journal of Resources and Development, Chittagong, Bangladesh, 2003 till to date

Public Management Review, London, England, 1999 till to date

International Review of Administrative Sciences, Brussels, Belgium, 1996 to 1999

Bangladesh Urban Studies, Dhaka, Bangladesh, 1992 to 1996

The Bangladesh Rural Development Studies, Dhaka, Bangladesh, 1992 to 1995

Public Administration and Development, London, England, 1991 to 1993

Editor, **Social Science Review**, Dhaka, Bangladesh, 1993-1995

Advisory Editor, **Politics, Administration and Change**, Dhaka, Bangladesh, 1991 to date

Governance: An International Journal of Policy and Administration, London, England, 1988 to 1992

Asian Profile, Hong Kong, PRC, 1983 to 1985

Staff Development Review, Dhaka, Bangladesh, 1981 to 1983

Journal of the Asiatic Society of Bangladesh, Dhaka, Bangladesh 1981 to 1982

Asian Studies, Dhaka, Bangladesh, 1981 to 1991

Asian Affairs, Dhaka, Bangladesh, 1980 till to date

Co-Editor, **Politics, Administration and Change**, Dhaka, Bangladesh, 1980 to 1991

Public Administration, Dhaka, Bangladesh, 1976 to 1980

SCHOLARSHIPS AND AWARDS

Nominated to Receive **Gold Medal for Bangladesh** by American Biographical Institute, Inc, USA, 2011.

Included in **Selected Personalities in Asia** by Rendezvous International, South Shields, Tyne and Wear, UK, 2010.

Biographical Note included in **Asian/American Who's Who**, Vol. VI by Rifacimento International, New Delhi, India, 2009.

Biographical note included in **Asia/Pacific Who's Who**, Vol. VII by Rifacimento International, New Delhi, India, 2008.

Selected as **Recipient of the Commemorative Medal as the Man of the Year 2007** by the American Biographical Institute, North Carolina, USA.

Biographical note included in the **Asian Admirable Achievers** by Rifacimento International, New Delhi, India, 2007.

Nominated to enter the **Order of American Ambassadors as a Sovereign Ambassador for Achievement** by the American Biographical Institute, North Carolina, USA, 2006.

Biographical note included in **Distinguished & Admirable Achievers-2005, a biographical historiette of distinguished achievers** of SOUTH- ASIA (INTL.) PUB. CO. , Delhi, India.

Granted by the Dictionary of International Biography **Order of Excellence for an Outstanding Contribution in the field of Public Administration** by the International Biographical Centre, Cambridge, England, 2004.

Granted 21st Century Award for Achievement by the International Biographical Centre, Cambridge, England, 2004

Biographical Profile included in **2000 Outstanding Academics of the 21st Century 2004** by the International Biographical Centre, Cambridge, England.

Biographical Profile included in the **Cambridge Blue Book** of the International Biographical Centre, Cambridge, England, 2004

Biographical Profile included in the International Biographical Centre Cambridge's **The Worldwide Honours List, 2004.**

Biographical Profile included in the International Biographical Centre **Cambridge's Living Legends, 2004.**

Biographical Profile included in **21st Century Award Achievement, 2004** by the International Biographical Centre, Cambridge, England.

Biographical Profile included in **Asia: Men & Women of Achievement for 2004** by Reguerden & Co, Kuala Lumpur, Malaysia.

Biographical Profile included in **2000 Outstanding Intellectuals of the 21st Century in 2003** by the International Biographical Centre, Cambridge, England.

Biographical Profile included in **1000 Great Asians for the Year 2002** by the International Biographical Centre, Cambridge, England.

Biographical Profile included in **Who's Who in Asia and the Pacific Nations**, Fifth Edition, 2002 by the International Biographical Centre, Cambridge, England.

Selected for **International Man of the Year for 1996/97, 1997/98, 1999/2000 and 2001/2002** by the International Biographical Centre, Cambridge, England.

Included among **2000 Outstanding People of the 20th Century** in its Directory by the International Biographical Centre, Cambridge, England.

Selected for **20th Century Award for Achievement 1998, 1999,2000 and 2001** by the Editors of the International Biographical Centre, Cambridge, England.

Biographical Profile included in the **Marquis Who's Who in the World, USA, 1998, 1999, 2000 and 2001**.

Included in the Sixth Edition of the American Biographical Institute's **5000 Personalities of the World, 1998**.

Biographical Profile included in the **Asia-Pacific Who's Who 1997, and 2001**.

Teaching Assistantship, University of Southern California, U.S.A., 1976

The Asia Foundation Scholarship for Graduate Study and Research at the Universities of Syracuse and Southern California, U.S.A. 1972 to 1976

University Scholarship for Graduate Study at the University of Dhaka, Bangladesh 1968 to 1969

MEMBERSHIP

American Society for Public Administration

Asiatic Society of Bangladesh

Bangla Academy

Bangladesh Association for American Studies

Bangladesh Historical Association

Bangladesh Institute of Project Management

Bangladesh Political Science Association

Centre for Urban Studies

Commonwealth Association for Public Administration and Management

Eastern Regional Organization for Public Administration
Indian Institute of Public Administration
International Institute of Administrative Sciences
International Political Science Association
International Society for Third Sector Research
National Social Science Association of Bangladesh

ACADEMIC PUBLICATIONS

Books

1. **Personnel Management: Collected Papers.** Dhaka: University Book Depot, 1978, 90 pp.
2. **Bureaucratic Self-Preservation: Failure of Major Administrative Reform Efforts in the Civil Service of Pakistan.** Dhaka: University of Dhaka, 1980, 180 pp. Second Edition. Dhaka: University of Dhaka, 2009, pp. 240.
3. **Participative Management in Industry,** Dhaka: Centre for Administrative Studies, 1980, 130 pp. (co-authored).
4. **Politics and Bureaucracy in a New Nation: Bangladesh.** Dhaka: Centre for Administrative Studies, 1981, 185 pp (co-edited).
5. **Administrative Reform: Theoretical Perspective.** Dhaka: Centre for Administrative Studies, 1981, 185 pp. (edited).
6. **Rural Development in Bangladesh: Trends and Issues.** Dhaka: Centre for Administrative Studies, 1981. 175 pp. (co-edited).
7. **Bangladesh: Society, Politics and Bureaucracy.** Dhaka: Centre for Administrative Studies, 1984 200 pp. (co-edited).
8. **Bangladesh Studies: Politics, Administration, Rural Development and Foreign Policy.** Dhaka: Centre for Administrative Studies, 1986, 300 pp. (co-edited).
9. **The Decentralized Planning Process in Bangladesh.** Bangkok: Division of Human Settlements Development, Asian Institute of Technology, 1988. 77 pp. (co-authored).
10. **Politics of Administrative Reforms: A Case Study of Bangladesh.** New Delhi: Ashish Publishing House, 1991. 105 pp.
11. **Urban Governance in Bangladesh and Pakistan.** Dhaka: Centre for Urban Studies, 1997, 135 pp. (co-edited).
12. **Administrative Reforms in Bangladesh.** New Delhi and Dhaka: South Asian Publishers and UPL 1998, 200 pp.

13. **The Bureaucratic Ascendancy: Public Administration in Bangladesh-The First Three Decades.** New Delhi and Dhaka: South Asian Publishers and A H Development Publishing House, 2005, 267pp. (co-authored).
14. **Dominant Executive and Dormant Legislature: Executive-Legislature Relations in Bangladesh.** New Delhi and Dhaka South Asian Publishers and A. H. Development Publishing House, 2006, pp. 129.
15. **From Government to Governance: Expanding the Horizon of Public Administration to Public Management.** Dhaka: UPL, 2009, pp. 289.
16. **Decentralization in Bangladesh: Myth or Reality?** Dhaka: A. H. Development Publishing House, 2009, pp. 126.
17. **Local Government in Bangladesh: Contemporary Issues and Practices.** Dhaka: A H Development Publishing House and DemocracyWatch, 2011.

Monographs

1. **The Recruitment and Training Systems in the Civil Service of Pakistan and the United States Federal Civil Service: A Historical-Analytical Study.** Dhaka: Centre or Administrative Studies, 1978,pp. 31(co-authored).
2. **Recruitment and Selection in the Higher Civil Services of Bangladesh: An Overview.** SICA Occasional Paper Series, Second Series, No. 6. Washington, DC: Section on International and Comparative Administration, American Society for Public Administration, 1984, pp. 14 (co-authored).
3. **Local Government and Administration in Bangladesh: The State of the Art.** Occasional Paper. Bergen: Norwegian Research Centre in Organization and Management, 1992, pp. 29 (co-authored).
4. **Central – Local Government Relations in Bangladesh.** Occasional Paper. Bergen: Norwegian Research Centre in Organization and Management, 1994, pp. 56 (co-authored).
5. **Patrons and Clients in Governance: A Study of Central - Local Relations in Bangladesh.** Occasional Paper. Bergen: Norwegian Research Centre in Organization and Management, 1995, pp. 43 (co-authored).
6. **Centre – Local Relations in Urban Governance: The Case of a City Corporation in Bangladesh.** Occasional Paper. Bergen: Norwegian Research Centre in Organisation and Management, 1995, pp.43 (co-authored).

ARTICLES/CONFERENCE PAPERS/CHAPTERS IN BOOKS

1976

1. "Failure to Reform and Elite Bureaucracy: A Study on the Impact of Administrative Reform Commission on Indian Administrative Service", **Journal of the Asiatic Society of Bangladesh** (Dhaka, Bangladesh), Vol. XXI, No. 1, 1976: 21- 37.
2. "Administrative Reforms in the Indian Civil Service" **The Dhaka University Studies** (Dhaka, Bangladesh), Vol. XXV, Part A, 1976: 67-80.

1977

3. "Planning, Programming and Budgeting: An Evaluation", **The Business Review** (Dhaka, Bangladesh), Vol. II, No. 1, 1977: 107-114.
4. "Resistance to Change," **Administrative Change** (Jaipur, India), Vol. IV, No. 2, 1977: 165-174. Also included in Ramesh K. Arora ed. **Perspectives in Administrative Theory**. New Delhi: Associated Publishing House, 1979, pp. 118-128.
5. "Comparative Public Administration: Origin, Development, Trends and the Future", **CENTAS Bulletin** (Dhaka, Bangladesh), Vol. 11, No. 1, 1977: 1 - 3.
6. "Bureaucracy: Theoretical Background and Development", **The Indian Journal of Public Administration** (New Delhi, India), Vol. XXIII, No. 2, 1977: 218 - 241.
7. "The Role of Workers in Participative Decision Making: How the Future will Look?" **The Business Studies** (Dhaka, Bangladesh), Vol. 11, No. 2, 1977: 44-59.
8. "Some Aspects of Industrial Democracy", **The Dhaka University Studies** (Dhaka, Bangladesh), Vol. XXVI, Part A, 1977: 101-105.
9. "Organization Theory: Field, Focus or Frustration?", **Public Administration** (Dhaka, Bangladesh), Vol. II, No. 2, 1977:2-7.
10. "Worker Participation in the Decision-Making Process: An Examination of Participatory Models in Yugoslavia, West Germany, France, Denmark, Netherlands and Norway", **The Journal of Management, Business and Economics** (Dhaka, Bangladesh), Vol. II, No. 3, 1977: 108-158.
11. "Industrial Democracy at Work: Evaluating Yugoslav Self Management System", **The Business Review** (Dhaka, Bangladesh), Vol. II, Nos.3, & 4, 1977:83-95.

12. "Bureaucracy and Innovation: Some Conceptual Premises", **Administrative Change** (Jaipur, India), Vol. V, No. 1, 1977: 54-60.
13. "Relationship Between the District Officer and Development Officers in India", **Local Government Quarterly** (Dhaka, Bangladesh), Vol. VI, No. 3, 1977: 23-31.
14. "Maslowian Theory of Motivation: An Analytical Evaluation", **The Dhaka University Studies** (Dhaka, Bangladesh), Vol. XXVII, Part A, 1977: 54-57.

1978

15. "The Role of Professionals in Public Policy Making", **The Indian Journal of Political Studies** (Jodhpur, India), Vol. II, No. 1, 1978: 38-42.
16. "The Presidential Power. A View from the President-Advisors Interaction Process", **The Indian Political Science Review** (Delhi, India), Vol. XII, No. 1, 1978: 88-106 (co-authored).
17. "Alienation and the American Industrial Worker: A New Perspective", **Management and Labour Studies** (Jamshedpur, India), Vol. V, No. 1, 1978: 65-67.
18. "Development: Meaning, Strategies and Goals", **Development Policy and Administrative Review** (Jaipur, India), Vol. IV, No. 1, 1978: 43-49.
19. "Administrative Reform", **The Indian Journal of Public Administration** (New Delhi, India), Vol. XXIV, No. 2, 1978: 489-497. Also included in S.P. Verma and S.K. Sharma eds. **Development Administration**. New Delhi: Indian Institute of Public Administration, 1984, pp. 167-181.
20. "Institution Building as a Strategy for Administrative Reform", **Public Administration** (Dhaka, Bangladesh), Vol. III, No. 1, 1978: 3 - 7.
21. "Models of Man in Organization Theory", **Public Administration** (Dhaka, Bangladesh), Vol. III, No. 3, 1978: 31-35.
22. "U.S. Foreign Aid and The Promise of Self-Reliance for Third World Countries", **The Dhaka University Studies** (Dhaka, Bangladesh), Vol. XXVII, Part A, 1978: 156-173.
23. "Public Administration Review: An Evaluation of Thirty-Five Years (1940-1975)", **The Indian Journal of Political Studies** (Jodhpur, India), Vol. II, No. 2, 1978: 232-234.
24. "Impact of Collective Bargaining on the United States Federal Civil Service", **The Business Review** (Dhaka, Bangladesh), Vol. IV, Nos. 3 & 4, 1978: 116-119.

1979

25. "Public Personnel Administration: A Framework", paper presented in a **Seminar on Personnel Management in Public Administration** in Dhaka, Bangladesh from January 7 to January 14, 1979.
26. "The 1978 Presidential Election in Bangladesh: A Review", paper presented at **Professor Muzaffar Ahmed Chowdhury Memorial Seminar on Politics and Administration** in Dhaka, Bangladesh from January 17 to January 18, 1979 (co-authored). Published in **Asian Affairs** (Dhaka, Bangladesh), Vol. VII, No. 2, 1986: 31-

44. Also included in S.R. Chakravarty ed. **Politics and Society in Bangladesh**. Vol. II, New Delhi: South Asian Publishers, 1986, pp. 100-110.
27. "The Fulton Report and Its Impact on the Administrative Class", **Administrative Science Review** (Dhaka, Bangladesh), Vol. IX, No. 1, 1979: 43-58.
28. "American Public Administration: A Critique", **Prashasnika** (Jaipur, India), Vol. VIII, Nos. 2 & 3, 1979: 19-25.
29. "Authority as Organizational Accommodation: A Cross-Cultural Analysis", **Public Administration** (Dhaka, Bangladesh), Vol. IV, No. 1, 1979: 42-56 (co-authored).
30. "Management-Employee Relations in Tennessee Valley Authority: An Overview", **The Dhaka University Studies** (Dhaka, Bangladesh), Vol. XXX, Part A, 1979: 70-77.
31. "Civil Service of Pakistan as an Institution: Reasons for Resistance to Change", **The Indian Political Science Review** (New Delhi, India), Vol. XIII, No. 2, 1979: 133-153.
32. "Rural Government in Bangladesh: Past and Present", **LGA: The Journal of the Institute of Local Government Administrators** (Essex, UK), Vol. XX, No. 5, 1979: 9-12 (co-authored).
33. "The 1979 Parliamentary Elections in Bangladesh," **Asian Survey** (Berkley, California, USA), Vol. XIX, No.10,1979: 1023-1036 (co-authored). Also included in Mohammad Mohabbat Khan and Habib Mohammad Zafarullah eds. **Politics and Bureaucracy in a New Nation: Bangladesh**. Dhaka: Center for Administrative Studies, 1980, pp. 219-239. Also published in Emajuddin Ahamed ed. **Bangladesh Politics**. Dhaka: Center for Social Studies, 1980, pp. 117-136.
34. "Administrative Behaviour and Decision Making: Review of Literature", **Public Administration** (Dhaka, Bangladesh), Vol. IV, No. 2, 1979: 31 - 56 (co-authored).

1980

35. "Major Administrative Reforms in the Civil Service of Pakistan, 1953-1962: Review and Evaluation", **The Indian Political Science Review** (New Delhi, India), Vol. XIV, No.1, 1980: 111-129.
36. "Political Parties in Bangladesh, 1978: A Trend Analysis", **Asian Affairs** (Dhaka, Bangladesh), Vol. II, No. 1, 1980: 21-26.
37. "Politics of Reorganization: President Nixon's Departmental Reorganization Program", **Political Science Review** (Jaipur, India), Vol. XIX, No. 2, 1980: 170-180.
38. "Role of Universities Teaching Public Administration in Bangladesh", paper presented in a **Seminar on Public Administration in the Draft Second Five Year Plan** on June 23, 1980 in Dhaka, Bangladesh.
39. "Rural Development in Bangladesh: Policies, Plans and Programmes", **Indian Journal of Public Administration** (New Delhi, India), Vol. X, No.3, 1980: 67-40 (co-authored).

40. "President Nixon's Departmental Reorganization Program: An Evaluation", **Administrative Science Review** (Dhaka, Bangladesh), Vol. X, No. 3, 1980: 67-78 (co-authored).
41. "Administrative Reform: Problems of Definition and Defining Characteristics", **Politics Administration and Change** (Dhaka, Bangladesh), Vol. V, No. 2, 1980: 28-40 (co-authored).
42. "Ruling Elites and Unbalanced Economic Development in Bangladesh and Pakistan: A Review Article" **Asian Affairs** (Dhaka, Bangladesh), Vol. II, No. 2, 1980: 338-345.
43. "Public Administration Training in Bangladesh: A Review", **International Review of Administrative Science** (Brussels, Belgium), Vol. XXXVI, No. 4, 1980: 369-376 (co-authored).
44. "Ruling Elite and Major Administrative Reforms: The Case of Civil Service of Pakistan", **Indian Journal of Political Science** (Chandigarh, India), Vol. XXXI, No. 4, 1980: 729-760. Also published in **Asian Affairs** (Dhaka, Bangladesh), Vol. III, No. 2, 1980: 172-200.
45. "Participative Management in Industry: An Overview", in Mohammad Mohabbat Khan and Muzaffar Ahmed, **Participative in Industry**. Dhaka: Center for Administrative Studies, 1980, pp. 3-48.

1981

46. "Innovations in Village Governments in Bangladesh", **Asian Profile** (Hong Kong), Vol. IX, No. 5, 1981: 447-453 (co-authored).
47. "Development and Administrative Reforms", in Mohammad Mohabbat Khan ed. **Administrative Reform: Theoretical Perspective**. Dhaka: Center for Administrative Studies, 1981: 137-168 (co-authored).

1982

48. "Bangladesh Nationalist Party: Problems and Prospects", **Asian Studies** (Dhaka, Bangladesh), Vol. IV, No. 1, 1982: 30-41.
49. "Indianization of the Covenanted Civil Service: A Constitutional Perspective", **Politics Administration and Change** (Dhaka, Bangladesh) Vol. VII, No. 1, 1982: 40-47.
50. "The 1979 Parliamentary Elections in Bangladesh: An Analysis of Voters Choice", **The Dhaka University Studies** (Dhaka, Bangladesh), Vol. VII, XXXVI, Part A, 1982: 121-134 (co-authored).
51. "Changing Patterns of Employer-Employee Relations: The Case of the County of Los Angeles, California, USA", **The Journal of Local Government** (Dhaka, Bangladesh), Vol. II, No. 2, 1982: 66-77.
52. "Public Bureaucracy in Bangladesh" in Krishna K. Tummala ed. **Administrative Systems Abroad**. Washington, D.C: University Press of America, 1982: 158-187 (co-authored).

53. "Administrative Reform and Bureaucratic Intransigence in Bangladesh" in Gerald E. Caiden and Heinrich Siedentopf eds. **Strategies for Administrative Reform**. Massachusetts: D.C. Heath and Co./Lexington Books, 1982: 139-151 (co-authored).

1983

54. "Bangla Bhasai Lok Prosashan Charcha" (Study of Public Administration in Bangla) **Samaj Nirikhan** (Dhaka, Bangladesh), No. 7, 1983: 42-48.
55. "Staffing the Higher Civil Services in Bangladesh: An Analysis of Recruitment and Selection Process", **Public Administration and Development** (London, UK), Vol. III, No. 2, 1983: 121-133 (co-authored).
56. "Equal Employment Opportunity and Affirmative Action: Bangladesh", paper presented in the **Annual Meeting of the American Society for Public Administration**, held in New York City, New York, USA, from April 16 to April 19, 1983 (co-authored). A revised version published as "Towards Equity in Public Employment: The Bangladesh Experience" in Krishna K. Tummala ed. **Equity in Public Employment Across Nations**. Lanham, MD: University Press of America, 1989, pp. 79-102.
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