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ABSTRACT

With funding made available by the World Bank, additional (Phase II) activities were undertaken in Bangladesh to enhance business management education and training. Executive Development Programmes (EDPs) were planned and carried out according to the model previously developed and validated. Eight seminars were offered for the Institute of Business Administration, the Bangladesh Management Development Centre, Dhaka University Commerce Faculty, and Rajshahi University Commerce Faculty. A workshop on writing case studies was offered, proposals and finished cases were reviewed for individual faculty, and case studies were developed for use in the EDP seminars. A workshop was also presented on using case studies in the business class. Other activities included educational counseling and participation in and critique of an EDP seminar developed by the Commerce Faculty of Chittagong University. Recommendations were made regarding case studies (including development of a list of target areas) and executive development programs. (Following the 14-page report are extensive appendixes, including the model for management/executive development. Materials from the seminars and the workshop are also provided, such as information sheets, handout sheets, and evaluation summaries.) (YLB)

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FINAL REPORT  
EXECUTIVE DEVELOPMENT PROGRAMS IN BANGLADESH  
PHASE II

and  
CASE WRITING

A Component of the  
World Bank/Bangladesh Management Education and Training Project  
Funded through  
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August, 1986

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## INTRODUCTION

The World Bank has made available funding for the enhancement of business management education and training for several components of the management education efforts in Bangladesh, detailed in the World Bank "Staff Appraisal Report." The financial and directional aid was transmitted through the auspices of the University Grants Commission (UGC), which is the body that provides all funding to the several universities in Bangladesh for its authorized functions as prescribed in the by-laws and extensive operating rules and regulations for the universities.

The UGC in turn delegated certain responsibilities to the Business Management Education and Training Project (BMET). This Project has a contract with MUCIA, subcontracted to the University of Illinois at Champaign, and coordinated by Vern Zimmerman, for the administration of the provisions of services on the U.S. contractor's side. In Bangladesh, the Project Coordinator is K. Abdul Latif, ably assisted by Azhar Islam. The Resident MUCIA Representative is Muzaffer Ahmad, who is also acting director and professor at the Institute of Business Administration at Dhaka University.

During the summer of 1985, my involvement in the project included primarily an assessment of the executive development activities currently being undertaken by institutions in Bangladesh, the development of eight case studies based on Bangladesh business and industrial settings (see McLean, 1985a), and offering of four executive development seminars in conjunction with faculty members of the Faculty of Commerce from the University of Chittagong (see McLean, 1985b). The assignment for 1986 was to build on the experience of 1985.

## PRE-TRIP ACTIVITIES

Fortunately, this year, plans were developed with sufficient lead time that objectives for the trip could be established and a tentative itinerary developed before my departure. That assisted greatly in pre-trip planning and, in the long-run, the effectiveness of the assignment.

I first reread my report from last year (McLean, 1985b), with specific attention to the recommendations. Because the project this year had been expanded to include specific attention to case writing, I also reviewed the report of the previous consultant who had been assigned to case writing (Davis, 1985).

Knowing that one of my objectives was to present a workshop on writing case studies, I was able to begin development of the workshop, including the duplication of materials. I also located case studies in specific areas, as requested by faculty from Bangladesh. Finally, of course, I had to confront all of the details involved in going to another country (transportation, visa, medical concerns, packing, etc.).

## OBJECTIVES

Two primary objectives were established for this phase of the project:

1. To work with the faculties of the Institute of Business Administration, the Bangladesh Management Development Centre, Dhaka University Commerce Faculty, and Rajshahi University Commerce Faculty in implementing the model for management development, as modified during the 1985 visit (see Appendix 1 for both a basic and a complete outline of the model), including the offering of at least one Executive Development Program for each faculty.

2. To review and critique individual case studies and case study proposals and to assist faculty in making improvements and, where necessary, in gathering information needed to develop case studies. Furthermore, a seminar on "Writing Case Studies" was to be offered to the faculty, and case studies were to be developed for use in each of the seminars offered as a result of Objective 1. This objective related to all of the institutions identified in 1, above, as well as the Commerce Faculty of Chittagong University.

The proposed programme of work for my visit is shown in Appendix 2.

As is usually the case, ancillary objectives developed in the course of the visit, as follows:

3. To present a workshop on "Using Case Studies in the Business Class" to the annual summer seminars for updating faculty of associated colleges at both Dhaka University and Rajshahi University.

4. To counsel with individual faculty members regarding educational opportunities for them in the United States.

5. To participate in and critique an EDP seminar developed by the Commerce Faculty of Chittigong University.

The actual activities participated in, in detail, are shown in Appendix 3.

## ACCOMPLISHMENTS

The procedures used in accomplishing each of the five objectives stated above, as well as the outcomes of those procedures, are described in this section.

### Objective 1: Executive Development Programs

As indicated earlier, the Executive Development Programs were planned and carried out according to the model developed by McLean and validated during 1985 (see Appendix 1). In each institution, a lead person or persons were assigned to work with me in the organization of at least one Executive Development Program.

These persons were:

Bangladesh Management Development Centre (BMDC) - Md. Salek  
 Chittagong University - Amal B. Nag and A. Mannan  
 Dhaka University - A.R. Khan  
 Institute of Business Administration (IBA) - Fazlul Karim  
 University of Rajshahi - M.A.Z. Khan, M.A. Mondal, and M. Hossain

The activities pursued within each of the five phases of the model will be described in turn.

1.0 Analyze. Because of the large number of seminars to be developed and offered, it was necessary to make decisions quickly about the topics to be presented. This decision was made in a meeting with the team leaders of the three institutions in Dhaka (BMDC, Dhaka University, and IBA), and in separate meetings for each of the Faculty of Commerce of Chittagong University and the University of Rajshahi. The decisions were based on the interviews and executive preferences obtained during the seminar evaluation process in 1985 (see McLean, 1985b), and the strengths of the faculty selected to participate. In this process, the following one-day seminar topics were identified, with dates:

- June 28 - "Movement of Physical Goods to Customers" - BMDC
- June 30 - "Employee Compensation: Improving, Measuring and Rewarding Performance" - IBA
- July 10 - "Employee Pay and Benefits" - University of Rajshahi
- July 11 - "Employee Motivation" - University of Rajshahi
- July 12 - "Employee-Employer Relations" - University of Rajshahi
- July 15 - "Employee Compensation Policy in Bangladesh" - Chittagong University
- July 16 - "Recovery of Bank Loans: In Search of an Answer" - Dhaka University
- July 17 - "Employee Compensation: Improving, Measuring and Rewarding Performance" - IBA (added after the first seminar run by IBA)

2.0 Design. In each instance, the team leaders working with me were competent in the subject matter and enthused by the project. Samples of the materials developed for the 1985 seminars were shared with each of the leaders. The need to have objectives written from the learner's perspective in observable terms was reviewed, and three-four objectives were then developed for each seminar. Seminar descriptions emerged from the objectives.

Because of the almost impossible time constraints, we had to deviate slightly from the model. If we were going to have participants, we had to get publicity out quickly. One set of materials was developed, briefly describing the three seminars originally planned for Dhaka (see Appendix 4). This information sheet was sent to all executives with whom we had visited, hand delivered to executives later visited, and given to participants in the two earliest presentations. A letter was also hand-delivered to C.K. Hyder, Secretary, Metropolitan Chamber of Commerce and Industry, Dhaka, who had been visited earlier and who had agreed to assist in the process of recruiting participants (see Appendix 5). The Institute of Business Administration also

developed its own information sheet/registration form for use in publicizing both seminars (see Appendices 6 and 7). For the participants in the earliest seminars, less than one week's advance notice was given.

3.0 Develop. Continuing with the model, we next turned to the development stage. Within each team we developed a list of the content to be included in each of the seminars and then sequenced the content. We spent quite a bit of time with identifying delivery methods, so we would be sure to include a variety of approaches. Generally, we settled on lecture, large group discussions, small groups (called syndicates in Bangladesh), case studies, and brainstorming. Because of the large number of participants in some of the seminars, a nominal group technique (NGT) was used in place of brainstorming so that "controlled participation" could take place. Media, while desirable, were unavailable, as also was the equipment for using them (e.g., no VCR nor overhead projector; in one instance, we did not even have a chalkboard or flip chart).

Once we knew what we wanted to do and how, we next had to develop our instructional materials. For each seminar we developed a handout, which included the seminar description, seminar leaders, seminar objectives, a schedule of activities, and, usually, a detailed outline of the material to be presented. In the process of developing the handout, we incorporated each of the delivery methods identified. This handout material is included in Appendices 8-15.

In every instance, it was planned to build the seminars around real-life situations in Bangladesh. This was designed both to enhance the quality of the seminars and to give faculty an opportunity to develop case studies with guidance. In each case except for BMDC and Dhaka University, the faculty member writing the case studies was someone other than the team leader. This phase of the project is described more fully in the section reporting the accomplishments of "Objective 2: Developing Case Studies."

4.0 Implement. During the implementation phase, my responsibility generally included any initial brainstorming activity, facilitation of the first case study, and concluding remarks. In each instance, this was done to model for the team leader and other faculty present how these activities can be carried out. It was generally the responsibility of the team leader to deliver the lecture/presentation (which had been reviewed in detail prior to the seminar) and to facilitate the second case study. Immediately after each seminar, a short debriefing session was held to provide mutual feedback.

In most instances, the seminars are very well attended--in fact, some became too large for effective learning to take place. The most poorly attended was the first seminar--that held at the Bangladesh Management Development Centre. It suffered by being the first seminar, but also from the lack of administrative support. The "team leader" functioned by himself with little assistance from other faculty. A detailed list of participants is shown in Appendices 16-23.



Participant numbers were as follows:

June 28, BMDC - 10  
 June 30, IBA - 39  
 July 10, RU - 23  
 July 11, RU - 19  
 July 12, RU - 25  
 July 15, CU - 34  
 July 16, DU - Inaugural session, 56; working session, 35  
 July 17, IBA - 17

While a sizable number of these participants were faculty members, several advantages were gained from this unexpected occurrence. First, faculty members were given an excellent opportunity to interact with executives, especially in the small and large group discussions. Second, many more faculty members were able to participate first-hand in both executive development and utilization of the case method in the classroom than would have been possible if such involvement had been limited to those faculty in a leadership role.

5.0 Evaluate and Control. The only part of this phase that was feasible while I was in the country was the participant reaction sheet completed during the last few minutes of each seminar. In some instances, tallies were kept separate for faculty and executives to provide more adequate feedback. This modification to the evaluation process was made during my time there, so not all of the evaluations reflect this change. Detailed evaluations for each seminar are presented in Appendices 24-31.

In general, the responses were very positive. Executives (as well as faculty) like the case study method, especially with cases based on the Bangladesh business environment. They like the participative learning opportunities and the interaction with others. With few exceptions, the facilitators were viewed as having fulfilled their roles in an above-average manner.

Almost all of the comments suggesting changes related to a lack of time within the one-day seminar: more time for discussion, need more time, would like more cases, more opportunity for all to participate, more time for a concluding statement, and so on. It is clear that a two- or three-day seminar for executive development would be more appropriate (though, under the circumstances of providing faculty with experience in EDP, the one-day seminars were probably appropriate). Another way that several of these concerns, along with others (such as seating arrangements, lack of a microphone, etc.), could be handled is by limiting the number of participants. Having 39 participants in an EDP is not realistic if real learning is to take place. A reasonable limit with this type of interactive learning is perhaps 20. A final area in which several suggestions were made was the use of media. The difficulty in responding to this was highlighted in phase 3.0.

Another very useful set of information gained from the participant reactions was their assessment of their needs. Because some faculty responded to this question as well as executives, and because the forms did not all contain the same items, a summary of responses across all of the seminars could be misleading.

Nevertheless, it is possible to indicate the areas of greatest interest in approximate rank order:

Managerial Decision-Making  
 Employee Compensation and Benefits  
 Employee Performance Appraisals  
 Employee Motivation  
 Management Motivation  
 Job Planning  
 Team Building  
 Training of Subordinates  
 Management Information Systems  
 Employee-Employer Relations  
 Quality Control

Some items appeared high when the respondents were in specialized areas, such as in Dhaka University's seminar on Bank Loans or BMDC's seminar on Distribution.

Summary. In summary, then, 223 executive and faculty counts (this is a duplicated count because some participated in more than one seminar) participated in eight executive development seminars held between June 28 and July 17 in Bangladesh.

#### Objective 2: Case Writing

As indicated in this objective, three components were included: offering a workshop on "Writing Case Studies," reviewing case study proposals and finished cases for individual faculty, and developing case studies to be used in the EDP seminars described above. Each component will be discussed briefly in turn.

Workshop on "Writing Case Studies." One of the major difficulties encountered by faculty in developing proposals for writing case studies was the distinction between research case studies and case studies designed to be used to support teaching. Thus, in a brief workshop designed for faculty and offered twice (once in Dhaka and once in Rajshahi), a major emphasis was placed on making a distinction between the two types of cases. The presentation notes used in the workshop are presented in Appendix 32. This workshop, combined with last year's workshop and actually working with a teaching case as students (both in this workshop and in the EDP seminars), appears to have been effective in producing proposals and cases that are, in fact, teaching cases.

Reviewing Proposals and Finished Cases. At each institution, I was available to review proposals that individual faculty members had developed for submission to the BMET for funding, as well as cases that had been funded by the BMET and were now ready for submission. In this process, I reviewed, critiqued, and edited 19 case study proposals and 13 completed case studies, in addition to the case studies developed for the EDP Seminars. In addition, because of my availability, I was also asked to review, critique, and edit 3 research proposals. The deficiencies found were as follows:

1. Errors related to English skills (notably incorrect use of articles, incorrect verb forms, and misuse of words).

2. Proposals were for research cases rather than teaching cases.
3. The amount of support (as measured in the amount of time proposed to carry out the writing) was far in excess of that needed.

Developing Case Studies for Use in the EDP Seminars. The target was - to develop at least two new case studies for each seminar offered. That objective was reached in each instance, except for the University of Chittagong which used cases developed for use in Dhaka. In total, 15 new case studies were developed and are contained in a separate publication entitled, Case Studies for Management Development in Bangladesh, Book Two.

My role in the development of these case studies was:

- to discuss with each case writer the approach to be used with the targeted industry,
- to accompany the case writer (and usually that seminar's team leader) to the industrial site,
- to assist in the interviewing process where necessary,
- to review the first draft (which often had to be written overnight because of the time constraints), making editorial changes and raising questions about information gaps or potentially confusing statements,
- to accompany the case writer back to the industry for review and gathering of missing information,
- to review the second (and, occasionally, third) draft,
- to prepare the case for duplication, and
- to make revisions in the cases based on observations made during their use in the EDP seminars.

### Objective 3: Workshop on "Using Case Studies in the Business Class"

Part of the BMET Project includes an annual summer seminar for commerce faculty in associated colleges to update them in curriculum and methodology issues. I was invited to present a workshop on case studies to the participants at Dhaka University (June 29) and the University of Rajshahi (July 2). The handout, on which the presentation was based, is presented in Appendix 33. In addition, a case taken from McLean (1985a) was used with each group. In both cases, the number of participants exceeded 30. The faculty appeared to be very enthusiastic about the concept and the process; several commented following the presentation on its usefulness to them. Several inquired about the availability of the cases developed to date.

### Objective 4: Educational Counseling

In many respects, this objective was accomplished on an incidental basis during informal conversations. Nevertheless, a number of faculty (and occasionally students) met with me to talk about the opportunities that might be available to them to pursue their educational goals in the United States, or to elicit my opinion about the merits of various institutions that they were considering. In many respects, this was the most difficult of the objectives in this assignment. Many of the faculty still seeking placement are those who have

low TOEFL or GMAT scores, low standing in their previous educational experiences, or will have difficulty obtaining government approval for further education because of age. Often the aspirations of the faculty or the expectations of the project were not consistent with faculty qualifications. Nevertheless, suggestions were made based on my knowledge of programs and their expectations of prospective students.

#### Objective 5: EDP Seminar at the University of Chittagong

Because I had spent much of my time last summer at the University of Chittagong working with case studies and EDP, I was not scheduled to go to Chittagong. At their request, the programme of work was modified, with the intent that I would spend one day reviewing individual proposals and one day observing and critiquing a seminar that their faculty put together. Much of the description of what happened at the University of Chittagong is covered under Objective 1.

Nevertheless, there were some differences. Because I was not physically present prior to the seminar, much of the planning took place over the telephone, and most of the planning details were left with the faculty. Nothing in the area of EDP had been undertaken since last summer. The faculty arranged to use the Petroleum Corporation Training Centre (as we had done last year), and they arranged to have an executive deliver the theme presentation. Both of the faculty members involved were team leaders from last year's activity. They used case studies developed for use in Dhaka rather than developing their own. The facilitation of the brainstorming, small groups, and large group discussion were all carried out by them. They also developed their own evaluation form.

The faculty clearly felt more comfortable with the processes this year than last year, and the evaluations supplied the value of the seminar for the executives. Their use of an executive to make the theme presentation was consistent with advice given last summer. In spite of these strengths, however, I was disappointed that they chose not to give the presentation themselves (since that would have given them an opportunity - to get some feedback) and that they did not develop their own cases. Perhaps the greatest disappointment was that it took an external impetus (my visit) to encourage them to have another EDP seminar, in spite of the positive response and attendance that had greeted their earlier attempts.

#### POST-TRIP ACTIVITIES

Several project related activities occupied several days of post-trip time, including:

1. Completion of the final report, final typing, and proofreading and duplicating of final report.
2. Completion of the case study publication, final typing, and proofreading and duplicating of final report.
3. Follow-up of requests for information regarding admissions, visiting professorships, immigration, etc.

4. Provided sample curricula, wrote letters to appropriate individuals and institutions, and so on, in response to specific requests.

### RECOMMENDATIONS

The recommendations that follow are related to the areas of Case Studies and Executive Development Programmes. Recommendations that fit into neither category are also provided. Some, as indicated, are repeated from last year as no action appears to have been taken in some areas included in last year's recommendations.

#### Case Studies

1. A more systematic method of soliciting and approving proposals for case studies is needed:

a) Most of the cases being developed are in the public sector, and many public sector corporations are being used several times. Incentives need to be available to encourage faculty to approach private sector and multinational organizations. Assistance in this process might be sought by BMET from such organisations as the Employers Association, Chambers of Commerce, Rotary, Lions, etc. Records should be kept of how often each organisation has been used or proposed for use.

b) Some areas have already seen a significant number of cases developed (e.g., Employee Pay and Benefits), while other areas have been almost ignored (e.g., Accounting). Such unevenness of approach can be remedied in part if a list of categories could be developed with a target number of cases for each. Once that target is reached, no more proposals would be approved for that category. A sample list follows:

#### Personnel Management

- Selection
- Pay and Benefits
- Employee-Employer Relations
- Employee/Supervisory Training
- Management/Executive Development
- Performance Appraisal and Promotions

#### Production Management

- Planning
- Production/Manufacturing
- Quality Control
- Inventory Control
- Supervision
- Operations Analysis
- Purchasing

- Financial Management
  - Managerial Decision-Making
  - Cost Accounting
  - Bank Loans and Financing
  - Asset Management
  - Financial Controls
- Marketing Management
  - Advertising
  - Distribution
  - Packaging
  - Transportation
  - Selling
  - Market Research
  - Pricing
  - Product Mix
- International Business
  - Exports
  - Imports
  - Foreign Exchange Management
  - Joint Ventures
  - Export-Import Zones
  - Negotiations
  - Cross-Cultural Issues
  - Technology Transfer
  - Government Policies
- Business Policy
  - Strategic Planning
  - Working with the Government
  - Public/Private/Multinational Sectors
  - Research and Development
  - Foreign Investment
  - Succession Planning
- Entrepreneurship
  - Financing
  - Entrepreneurial Development
  - Recordkeeping
- Organization Behavior and Development
  - Conflict Management
  - Leadership Styles
  - Team Building
  - Problem Solving
  - Employee Motivation
  - Change Process
  - Organizational Structures
- Organizational Communications
- Integrated, Complex Cases

2. It is well understood that most proposal budgets are subterfuges to permit the case writers to earn an honorarium. Such an incentive seems appropriate for this task which is optional and over and beyond the call of duty within the Bangladesh context. Provision for an honorarium that is acknowledged as such is recommended.

3. Some means of distribution of the case studies broadly throughout the universities and associated colleges needs to be devised. Distribution of single copies to individual deans is not likely to have much impact in the classroom. It is recommended, then, that an editor be appointed, with the best cases in each of the categories identified in 1 (b), above, included in a book publication. This publication could be made available widely, perhaps even, requiring all commerce students to have a copy to be used in all commerce courses throughout their degree programs, thus saving duplication costs for individual schools. Such a publication needs to be available in both English and Bengali. The English version might also be of interest to commerce faculty and students in other Southeast Asian countries. The publication should also have introductory chapters on using case studies and on the economic, political, and cultural background of Bangladesh at the time the cases were written.

4. Faculty remain uncertain about appropriate techniques to use in teaching with case studies. It is proving very difficult for them to give the freedom necessary for the class to use the case studies effectively without imposing their own set of solutions and values. They also appear to have difficulty asserting control, at least within the EDP seminar context (leading to participant comments about a lack of "discipline"). In-class observations and critiques would appear to be the most useful learning tool available at this time, though this could be perceived as threatening to the faculty. It would also be quite time consuming and may also inhibit student interaction. It would probably also require the observer/facilitator to be someone who is competent in Bengali as well as the case study method.

5. BMET needs to establish a procedure to provide faster feedback on the acceptability of completed case studies submitted, as well as case study proposals. Likewise, reimbursement of expenses needs to be made soon after the acceptance of the completed case studies. Carrying out this recommendation may require the renegotiation of certain expectations held by the World Bank in this process.

6. When a case study proposal is not accepted, the feedback currently offered to faculty is very limited. A more extensive feedback mechanism would encourage more faculty to make appropriate modifications and resubmit their proposals.

#### Executive Development Programmes

7. As indicated in McLean (1985b), there appears to be little interest on the part of the faculty to be involved in Executive Development Programmes without some reward/incentive. It is clear that, when the appropriate effort is expended, executives are interested. It is equally apparent that EDP must either be a part of a faculty member's regular load (in lieu of teaching another class) or additional remuneration must be available if EDP is going to have any chance for success in Bangladesh.

8. The needs assessment carried out thus far in EDP has been of executives in attendance at seminars, thus biasing the responses to the areas in which EDP is desired. With the research process already in place, a proposal should be solicited with sufficient funds available to permit an extensive needs assessment survey to be carried out. Then, a consortium of faculties should be appointed to develop EDP curriculum packages to be used throughout the country.

9. Lacking the information that would be made available through recommendation 8, above, the curriculum packages could be developed in the areas identified by executives during the last two summers as consistently being of interest to them. The following areas emerge:

- Managerial Decision-Making
- Employee Motivation
- Management Information Systems
- Job Planning
- Employee Performance Appraisals
- Employee Pay and Benefits
- Team Building
- Training of Subordinates
- Management Motivation

10. EDP need not be undertaken solely by the respective faculties. Often, executives are available with both practical and theoretical backgrounds. They should be used, either individually or as team teachers, to present EDP. Such expertise should also be used more widely in regular courses, either as guest speakers or as team teachers.

11. Out of the necessity of providing EDP experiences broadly this year, all EDP seminars were only one-day long. This is clearly not sufficient time to provide adequate coverage of the selected topics. As individual institutions pursue EDP planning, a minimum of two days should be provided for each seminar.

12. As recommended in McLean (1985b), a mechanism needs to be found to bring government secretaries and ministers together with executives in EDP opportunities, especially to consider topics such as: The Effect of Government Policies on Business, The Effect of Influence in Government on Industrial Productivity, Employee Motivation and Incentives, Bank Loan Recovery, and so on. The Commerce Faculties (especially senior faculty) could play a very important "neutral" facilitating role in this process.

13. Similarly, it would be very helpful (as suggest in McLean, 1985b) to include national and local labour union officials in EDP training with executives so that each could learn to understand the other better and, ultimately, develop better working relationships.

#### Miscellaneous Recommendations

14. Improving the instructional competence of the faculty in the three universities, BMDC and IBA has been a commendable objective, and progress is being made. Likewise, the summer seminars for business instructors in associated colleges are also commendable. However, this effort barely scratches the surface in improving management preparation in Bangladesh. Unless a more concerted effort is given to improving commerce education in the associated



colleges, the net result will be of primary benefit to only a select few students. Consideration needs to be given to expanding the services of the BMET to the associated colleges (especially in the areas of libraries, in-service, and opportunity for advanced degrees), or consideration needs to be given by the UGC for a parallel project directed towards the associated colleges.

15. A continuing concern that I have that has been shared by many of the faculty has been the deterioration in English skills possessed by students (and, in many instances, faculty). While the national desire to have Bengali predominant is understandable and even commendable, the long-range implication of a business cadre in Bangladesh that is not competent to communicate with business people in other countries is troublesome. Bangladesh is a country that is not likely ever to become self-sufficient in business undertakings. It will always have to rely on an active export-import trade. At this point in history, English appears to be the most viable language for such commerce. It is essential, from this perspective, that government policies relative to English instruction in the educational system be reexamined and modified, as needed. In the interim, it may be necessary to require commerce students to become competent in English during their college/university educations.

16. As indicated in McLean (1985b), there are a number of government policies that detract from the value of management development. Structural changes are necessary if business in Bangladesh is to become productive and competitive. First, the bureaucrats need to be in place for a sufficient period of time to understand the problems encountered by the people with whom they are working and the implications of their decisions. A professionalized civil service staff needs to be developed. The current policy of frequent transfers needs to be changed. Second, delegation of authority by the Ministries is essential if managerial effectiveness is to occur. Otherwise, much of management/executive development in the public sector will be wasted--managers will not have the freedom to exercise their newly developed managerial skills.

17. Again, as recommended by McLean (1985b), it would be helpful to have an EDP coordinator for the country to continue the impetus that has begun. Such a person should receive education in the training and development area, to improve that person's ability to consult in EDP with each of the faculties.

18. Because of the widespread confusion existing between an instructional case study and case study research, I have had an opportunity to review some proposals for case study research, some of which have been approved under the research component of BMET. I have serious questions about the value of such research when it is single company, single site, and is not initiated by the company. It would appear essential to evaluate such proposals on the basis of: how the findings might influence national or company policy, how much the results will contribute to or change the basic theory in a field, and how likely it is to change company practices. These criteria do not seem to have been applied consistently, and they should be.

19. The lack of support from BMDC is difficult to explain and therefore difficult to make recommendations for improvement. The fact that the Director General does not have a business education background is certainly a deterrent to active, enthusiastic involvement of its faculty. Further, the BMET Coordinator at BMDC took a very passive role in the project. The faculty also appeared to be particularly lacking in incentives to cooperate. There must either be better communications about the importance of the project by those in

positions of authority or extrinsic motivators (such as honoraria) need to be available.

20. In many of the aspects of the BMET Project, I have major concern about the long-term impact of the work of the consultants. A one- or two-week stay in each location is simply not long enough to teach the skill and develop expertise sufficient to be continued by the faculty without ongoing direction and supervision. While very costly in the short term, in the long run it might be less expensive in terms of cost-benefits to have a consultant knowledgeable in several areas of interest to the project available for a long term to provide the necessary ongoing support needed.

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Appendix 1

MODEL FOR MANAGEMENT/EXECUTIVE DEVELOPMENT

(Basic)

Gary N. McLean

<u>1.0 ANALYZE</u>	<u>2.0 DESIGN</u>	<u>3.0 DEVELOP</u>	<u>4.0 IMPLEMENT</u>	<u>5.0 EVALUATE &amp; CONTROL</u>
1.1 IDENTIFY TARGET POPULATION	2.1 DEFINE LEARNER CHARACTERISTICS	3.1 DETERMINE CONTENT	4.1 DEVELOP AND CARRY OUT MARKETING PLAN	5.1 CONDUCT EVALUATION
1.2 IDENTIFY NEEDS	2.2 IDENTIFY DEVELOPMENT CONSTRAINTS	3.2 SEQUENCE CONTENT	4.2 COMPLETE ARRANGEMENTS	5.2 REVISE COURSE
	2.3 IDENTIFY IMPLEMENTATION CONSTRAINTS	3.3 IDENTIFY DELIVERY METHODS	4.3 DELIVER	5.3 CONTINUE DEVELOPMENT & OFFERING
	2.4 ESTABLISH TRAINING OBJECTIVES	3.4 IDENTIFY & DEVELOP INSTRUCTIONAL MATERIALS		
	2.5 WRITE COURSE DESCRIPTION	3.5 IDENTIFY REWARD SYSTEM		
		3.6 DEVELOP LEARNER PERFORMANCE ASSESSMENT TOOLS		
		3.7 CRITIQUE AND APPROVE PROPOSAL		

<u>1.0 ANALYZE</u>	<u>2.0 DESIGN</u>	<u>3.0 DEVELOP</u>	<u>4.0 IMPLEMENT</u>	<u>5.0 EVALUATE &amp; CONTROL</u>
1.1 IDENTIFY TARGET POPULATION	2.1 DEFINE LEARNER CHARACTERISTICS	3.1 DETERMINE CONTENT	4.1 DEVELOP AND CARRY OUT MARKETING PLAN	5.1 CONDUCT EVALUATION
1.10 Level	2.10 Work Experience	3.2 SEQUENCE CONTENT	4.10 Develop & Maintain Data Base	5.10 Formative
1.100 Entrepreneur	2.11 Education	3.3 IDENTIFY DELIVERY METHODS	4.100 Previous Enrollees	5.11 Summative
1.101 Supervisor	2.12 Age	3.30 Lecture	4.101 Potential Enrollees	5.110 Reaction
1.102 Junior Manager	2.13 Motivation	3.31 Large Group Discussion	4.11 Develop & Distribute Publicity	5.111 Learning
1.103 Middle-Manager	2.14 Other	3.32 Small Groups	4.110 Yearly Schedule	5.112 Behavior
1.104 Upper-Manager		3.33 Case Study	4.111 Flyer (Info Sheet)	5.113 Results
1.105 Executive		3.34 Brainstorming	4.112 Newspaper Ad/Article	5.114 Other
1.11 Industry Group	2.2 IDENTIFY DEVELOPMENT CONSTRAINTS	3.35 Media	4.113 Letter	5.2 REVISE COURSE
1.110 Banking	2.20 Development Time	3.36 Role Playing	4.114 Telephone	5.3 CONTINUE DEVELOPMENT & OFFERING
1.111 Energy	2.21 Staff Competencies	3.37 On-the-job/Mentor	4.115 Other	
1.112 Agri-Business	2.22 Budget	3.38 Games	4.2 COMPLETE ARRANGEMENTS	
1.113 Textiles	2.23 Equipment & Supplies	3.39 Other	4.20 Location	
1.114 Pharmaceutical	2.24 Other		4.21 Room Arrangement	
1.115 Heavy Manufacturing		3.4 IDENTIFY & DEVELOP INSTRUCTIONAL MATERIALS	4.22 Refreshments & Meals	
1.116 Other	2.3 IDENTIFY IMPLEMENTATION CONSTRAINTS	3.40 Handouts	4.23 Supplies & Equipment	
1.117 Mixed Group	2.30 Location	3.41 Media	4.24 Instructional Materials	
1.2 IDENTIFY NEEDS	2.31 Schedule	3.42 Books	4.25 Registrations	
1.20 Observation	2.32 Staff	3.43 Notes	4.26 Travel	
1.21 Interview	2.33 Other	3.44 Cases	4.27 Housing	
1.210 Self	2.4 ESTABLISH TRAINING OBJECTIVES	3.45 Problems	4.28 Other	
1.211 Supervisors	2.5 WRITE COURSE DESCRIPTION	3.46 Other	4.3 DELIVER	
1.212 Peers				
1.213 Subordinates		3.5 IDENTIFY REWARD SYSTEM		
1.214 Customers		3.50 Improved Competence		
1.22 Survey		3.51 Association with Other Executives		
1.23 Critical Incidents		3.52 Away from Office		
1.24 Literature		3.53 Certificate		
1.25 Advisory Board		3.54 Promotion Opportunity		
1.26 Other		3.55 Other		
		3.6 DEVELOP LEARNER PERFORMANCE ASSESSMENT TOOLS		
		3.60 Self Assessment Questionnaire		
		3.61 Test		
		3.610 Performance		
		3.611 Information		
		3.62 Project		
		3.63 On-the-job Observation		
		3.64 Oral Participation		
		3.65 Other		
		3.7 CRITIQUE AND APPROVE PROPOSAL		

## Appendix 2

PROPOSED  
PROGRAM OF VISIT BY PROFESSOR GARY MCLEAN  
( JUNE 17 TO JULY 18 )

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- June 17 : Arrival at Dhaka by Thai Airways, Flight No. 321, Stay at Hotel Sheraton.
- June 18, 8:30 A.M. : Call on Project Coordinator, BMET Project  
10:00 A.M. : Call on Chairman UGC  
11:00 A.M. : Joint Meeting with  
(BMETP Office) Director-General BMDC  
Director IBA  
Dean, Faculty of Commerce  
Dhaka University
- ( To discuss:  
Objectives of the Program  
Modalities, Time Schedule)
- June 19 9:00 A.M. : Workshop on case writing for Dhaka  
(at BMDC) University, Commerce Faculty/BMDC/  
IBA Case Writers.
- 3:00 P.M. : Selection of 3 EDP Seminar  
(BMDC) Topics(One each for each Institution)
- : Selection of Team for Case Writing  
and Selection of Team-Leaders who  
organise the EDP-Seminars.
- : Discussion with Teams on arrangement  
of EDP Seminars.
- (Members of Team and Team-Leaders to  
arrange visits to Industries and  
organizations)
- June 20 9:00 A.M. : Sit with Team Leaders to finalize  
(BMDC) visits and programs.
- 3:00 P.M. : Start preparation work for cases for  
(BMDC) the intended seminars.
- June 21-23(BMDC) : Further review of Case Writing proposals  
and visit organizations/industries and  
develop cases with case writers (IBA/  
BMDC/DUCF)
- June 24 : First one day Seminar at BMDC  
(Time to be decided)
- June 25-26(For IBA & : Visit organization/Industries and  
DUCF) develop cases with case writers
- June 27 : Second one day Seminar at IBA  
(Time to be decided)
- June 28-29 (For DUCF) : Visit industries/organisations:Develop  
cases with case writers.
- June 30 : Third one day Seminar at Dhaka  
University Commerce Faculty(Time to be  
decided)

P.T.O.

: 2 :

July 1 : Leave for Rajshahi by plane.  
Discuss program details with the Dean.

July 1-2 : Review case studies made and review  
case proposals.  
: Form case writing groups and identify  
team leaders.

July 3 : Visit Rajshahi Jute Mills and hold  
discussion with management to develop  
cases on their management problem.

July 4 : Review meeting with case writers.

July 5 : Visit Rajshahi Sugar Mills for similar  
purpose.

July 6 : Visit Rajshahi Silk industries for  
similar purposes.

July 7 : Revisit Rajshahi Jute Mills and discuss  
cases developed with management and  
leave announcement for EDP seminar.  
: Arrange for EDP Seminar.

July 8 : Revisit Rajshahi Sugar Mills for similar  
purpose.  
: Continue developing materials and  
arrangement for EDP Seminar.

July 9 : Revisit Rajshahi Silk industries for  
similar purpose.

July 10-12 : EDP Seminar on management problems of  
selected Industries at Rajshahi, at  
Commerce Faculty, Rajshahi University.

July 13 : Return to Dhaka by plane. Leave for  
Chittagong by plane in the afternoon.

July 14-15 : Review meeting with the faculty members  
at Chittagong (Program to be arranged  
by CUCF)

July 15 : Leave for Dhaka by plane in the evening.

July 16 : Report preparation.

July 17 : Report to UGC.

July 18 : Leave for USA.

Appendix 3  
ACTUAL PROGRAMME OF WORK  
for Gary N. McLean, 1986  
Consultant for Executive Development Programs and Case Writing

- June 14: Leave Minneapolis/St. Paul for Bangladesh
- June 17: Arrive in Dhaka  
Met with Azhar Islam, Assistant to BMET Project Coordinator for University Grant Commission (UGC)  
Met with Muzaffer Ahmad to review programme of work
- June 18: Met with Muzaffer Ahmad; M.A. Beri, Chair, UGC; and K.A. Latif, BMET Project Coordinator  
Met with K.A. Latif, BMET Project Coordinator  
Met with Muzaffer Ahmad, Director (Acting), IBA; Munir-uz-Zuman, on behalf of the Director General of BMDC; and Habibur Rahman, Dean, Faculty of Commerce, Dhaka University (DU), to review objectives and details of EDP seminars and case writing assignments  
Met with Dean Rahman and several members of the Faculty of Commerce, DU, to discuss programme of work  
Met with Muzaffer Ahmad and Fazlul Karim of IBA to discuss case writing process  
Prepared case writing workshop
- June 19: Presented case writing workshop for faculties of IBA, BMDC, and DU  
Met with three teams to identify general seminar topics:  
BMDC - Product Distribution; DU - Loan Recovery Programs; IBA - Employee Reward Structures  
Reviewed recently approved case writing proposals
- June 20: Met with three team leaders: Md. Salek, BMDC; Fazlul Karim, IBA; A.R. Khan, DU, to select specific seminar topics and dates (June 28, BMDC, Managing Physical Movement of Goods to Customers; June 30, IBA, Compensation Policies and Personnel in Bangladesh; July 16, DU, Recovery of Bank Loans: In Search of an Answer), to identify organizations for case studies, to identify marketing tools available for the seminars, and to set expectations for working procedures  
Moved from Dhaka Sheraton to Ford Foundation Flats  
Completed review of recently approved case study proposals
- June 21: Reviewed IBA seminar proposal  
Visited S. Hyder, Secretary, Bangladesh Steel & Engineering Corp. with Md. Salek and Sarwar-uz-Zaman Chowdhury, both of BMDC, to obtain permission to write a case study on one of BSEC's enterprises; permission given to work with Mehar Industries (Bangladesh) Ltd.

- June 21: Met with Khan Mominul Islam, General Manager, Hehar Industries (Bangladesh) Ltd. with Salek and Chowdhury. Toured factory and gathered case information from Mahbub Al Nur, Senior Commercial Officer (Marketing)
- Met with M.A. Quddus, DU, to discuss a case proposal and to review and assist in writing a case for which information had already been gathered
- Met with the DU seminar team (A.R. Khan, Shafiq Siddiq, and Bulbul Bhowmik) and Dean Rahman to review seminar description, venue, and content.
- Met with Syed Rashidul Hasan, DU, to review case proposal process and to suggest changes in rejected proposals
- Met with staff of Centre for Development Research/Asian Affairs, including Mizanur Rahman Shelley, Chair; Md. Enayet Karim, Director; Abdur Razzaq; and others
- June 22: Reviewed and critiqued one case for Dean Rahman, DU, written by a faculty member for inclusion in the entrepreneurship textbook
- Wrote letter to Secretary, Bangladesh Employers Association inviting cooperation in seminars, especially DU's
- Developed draft of information sheet on the three seminars
- Met with Md. Salek, BMDC, to review status of seminar
- Reviewed case and case proposal with Md. Jahirul Alam, BMDC
- Visited Sonali Bank with DU team: Ashraful Haque, Managing Director; M.A.H. Beg, Deputy General Manager; and Md. Abdul Malek, Assistant General Manager, Industrial Credit Division to obtain case study information for seminar
- Visited with Rafiq Ahmed Siddique, General Manager, Pragoti Industries Ltd. with Siddiq and Bhowmik to obtain case study information for seminar
- Met with Prof. A. Nag, Chittagong University, to review options for my program there. Suggested they do an EDP seminar on Employee Compensation for me to critique on July 14, and I would visit with individual faculty on case writing on July 15
- Met with Bulbul Bhowmik on writing a case on loan recovery based on working capital loans in the nationalized sector
- Reviewed seminar publicity materials with F. Karim, IBA
- June 23: Reviewed critique of case with Md. Jahirul Alam, BMDC
- Met with C.K. Hyder, Secretary, Bangladesh Employers Association, and Habibullah Khan, Vice-President, Metropolitan Chamber of Commerce and Industry and Managing Director, Ganges Motors Ltd. and Omnitech Ltd. with Siddiq and Bhowmik to gain venue and cooperation in identifying participants, especially for DU's seminar
- Met with Dean Rahman to review seminar details
- Visited with B.H. Choudhury, Marketing Manager, Hoechst Pharmaceuticals Co. Ltd. to gain permission for doing a case study on distribution (with Salek and Chowdhury, BMDC)



- June 23: Visited with Mirza Mahmood Hussain Beg, Company Secretary, (C. Ont'd) Akij Group of Industries, to recruit participants and gain permission for a case study at a later date (with Salek and Chowdury, BMDC)  
Met with Siddiq and Bhowmik to review DU's publicity material  
Met with Khan to review DU's publicity material and review information gained for case study
- June 24: Reviewed publicity materials for BMDC seminar  
Prepared publicity for DU's seminar  
Prepared final copy of summary information sheet for three seminars  
Met with individual BMDC staff to review cases and case proposals: Md. Rafiqul Islam and A. Momin Chowdhury  
Wrote letters of invitation to five banks inviting them to nominate participants for DU seminar  
Visited with B.H. Choudhury, Marketing Manager, Hoechst Pharmaceuticals Co. Ltd. to gather case study information (with Salek, BMDC)  
Met with Muzaffer Ahmad and several faculty from IBA to work out details for industry visits on June 25 and 26  
Reviewed case study developed by Junaid Khan, IBA, and provided feedback  
Met with Siddiq to review progress on DU seminar
- June 25: Met with Salek, BMDC, to review case study  
Visited with Zewar Rashid, Personnel Planning Manager, Bangladesh Tobacco, to gather case study material with Syed Alamgir Jafar, IBA  
Visited with Major (Rtd.) Md. Mugtadir Ali, General Manager (Administration), Titas Gas Transmission and Distribution Co. Ltd. to gather case study material with Reza Muhammed Meners, IBA  
Reviewed seminar outline and presentation outline with F. Karim, IBA  
Discussed Rajshahi program with Prof. Latif  
Reviewed case study completed by Muhammad Musa, IBA
- June 26: Discussed Rajshahi program with Dean A. Talukdar  
Visited with Abu Sujeed, Chair, Bangladesh Textile Mills Corporation, to gather case study material with Zaferrel Karim and Mainul Huq Choudhury, IBA  
Visited with S.S. Das Purkayaslha, General Manager (Administration); M.A. Bakr, Deputy General Manager; and a subordinate officer to gather case study material at Bangladesh Krishi Bank with Mohammad Musa, IBA  
Prepared seminar evaluation forms for three seminars  
Met with Karim and Choudhury, IBA, to review outline for case study  
Visited with Md. Khalilullah Khan, Asst. Chief Finance Officer, Bangladesh Steel and Engineering Corp. with Siddiq, DU

- June 27: Met with Z. Karim and M. Choudhury, IBA, to review case study based on BTMC  
Met with Salek, BMDC, to review seminar outline  
Typed BMDC seminar outline  
Met with A. Khan, DU, to review case study and develop seminar outline  
Reviewed and critiqued second case study developed for the entrepreneurship book at Dean Rahman's request
- June 28: Met with F. Karim, IBA, to review seminar lecture presentation  
Met with the following IBA faculty to review case studies developed: Junaid Khan, Syed Alamgir Jafar, and Mohammad Musa  
Delivered critiqued case studies to Dean Rahman, DU  
Presented seminar on "Movement of Physical Goods to Customers" with Md. Salek, BMDC  
Prepared paper and typed handout material for Annual Summer Seminar for Affiliated Colleges sponsored by the Commerce of Faculty, DU, under the BMET Project
- June 29: Presented paper on "Using Case Studies in the Business Class" to affiliated college instructors, as indicated above  
Met with F. Karim, IBA, to select case studies to be used in the seminar and review lecture material  
Summarized evaluation forms from BMDC seminar
- June 30: Presented seminar on "Employee Compensation: Improving, Measuring, and Rewarding Performance" with F. Karim and other IBA faculty  
Reviewed case study developed by S. Siddiq, DU, and discussed necessary changes
- July 1: Flew to Rajshahi  
Met with A. Talukdar, Dean, Faculty of Commerce, University of Rajshahi (RU), to review programme  
Participated as one of the inaugural speakers for the followup conference to evaluate the associated colleges summer seminars held under the BMET Project  
Reviewed material for next day's presentation  
Summarized evaluation forms from IBA seminar
- July 2: Presented paper/workshop on "Using Case Studies in the Business Class" for RU Commerce Faculty and participants in associated colleges followup seminar  
Attended seminar dinner  
Participated as guest speaker (among several) at closing ceremony for seminar  
Attended and participated in Rajshahi Rotary's International Dinner for the Ambassador to Bangladesh from South Korea

- July 3: Met with individual faculty of RU to review case studies under development and case study proposals:  
 Maqbul Hossain, Professor, Accounting  
 Abhinaya Chandra Saha, Assoc. Professor, Accounting  
 Sajal Kumar Mukherjee, Lecturer, Finance  
 Md. Shah Alam, Asst. Professor, Accounting  
 Md. Mohsin-ul Islam, Lecturer, Accounting  
 Asgar Ali Talukder, Professor, Marketing and Dean  
 Typed summaries of BMDC and IBA seminar evaluations
- July 4: Typed final copy of Actual Programme of Work to date  
 Drafted final report recommendations  
 Drafted final report objectives  
 Presented workshop on "Writing Case Studies" to RU  
 Commerce Faculty  
 Met with EDP/case writer teams to discuss model, select three topics and teams, and determine scheduling for industrial visits: M. Ameeruz Zaman Khan  
 Abu Taher Mollik  
 Sajal Kumar Mukherjee  
 Md. Zakir Hossain  
 Maqbul Hossain  
 Md. Kismatul Ahsan  
 Abhinaya Saha  
 Asgar Ali Talukder  
 Typed detailed program for Rajshahi with names, times, and visits to be duplicated and distributed to seminar teams  
 Typed up notes on "Writing a Case Study" workshop for final report  
 Reviewed two case study proposals developed by M. Ameeruz Zaman Khan, RU, approved as research projects rather than case studies
- July 5: Prepared flyer (information sheet) announcing the three seminars for duplication and distribution  
 Met with M. Ameeruz Zaman Khan to provide feedback on his two case study proposals  
 Visited Rajshahi Jute Mill with A. Saha and M.A.Z. Khan:  
 Md. Ismail Hussain, Deputy General Manager; S.M. Amirul-Islam, Deputy Manager (Administration), and Md. Nabi Hossain, Deputy Manager (Accounts and Finance) to invite participants for seminar and to gather information to develop a case study  
 Visited Sonali Bank with A.T. Mollik and M. Hussain to invite participants for seminars and to gather information for a case study: A.K. Md. Habibullah, General Manager, and A.J.M. Rahman, Rajshahi Branch Manager.  
 As we were unsuccessful in gaining case study information, A.T. Mollik met with the Credit Manager and was successful in obtaining relevant information  
 Corrected flyer to replace M. Anisur Rahman with M.A. Mondal

- July 6: Visited Rajshahi Sugar Mills with Md. Kismatul Ahsan and M.A.Z. Khan: Mr. Showkat, General Manager; Md. Eunos Ali, Factory Manager; Md. Maqsood Ali, Administration Manager; and A.K.M. Alauddin, Agricultural Manager: to invite participation in seminars and to gather case study material.  
Met with Mollik to review draft of Sonali Bank case  
Met with Saha to review draft of Jute Mills case  
Rewrote and typed case based on Sonali Bank  
Attended Founding Day ceremony at Rajshahi University
- July 7: With Md. Zakir Hossain, M.A. Mondal, Mahiuddin Khan, and Moqbul Hussain:  
Visited Rajshahi Silk Factory to invite seminar participants and gather case study material: Md. Abu Tahir, Manager; Md. Azizul Haque, Sr. Accounts Officer; Md. Abdul Latif Khan Chowdhury, Deputy Manager; President of the Staff Union; and Secretary of the Collective Bargaining Agent  
Visited Rajshahi Textile Mills to invite seminar participants and gather case study material: Mahbub-E-Rabbani, Deputy General Manager; Md. Amir Ali, Deputy Chief Accountant  
Met with Ahsan to review draft of case on Rajshahi Sugar Mills  
Met with Saha to review second draft of Jute Mills case  
Rewrote and typed cases based on Rajshahi Sugar Mills and Rajshahi Jute Mills
- July 8: Visited Railway Office with Sajal Kumar Mukherjee and M.A. Mondal to invite seminar participants and to gather case study material: A.H. Khan, Additional General Manager; and M. Khurshid Ali, Chief Personnel Officer  
Revisited Rajshahi Jute Mills with Saha to verify case and its use  
Met with M. Hussain, M.A. Mondal, and M.A.Z. Khan to review development of descriptions, objectives, schedule, and lecture outlines  
Met with Hossain to review draft of Rajshahi Silk Factory case  
Met with M. Khan to review Rajshahi Textile Mill case draft  
Rewrote and typed cases based on Rajshahi Silk Factory and Rajshahi Textile Mill  
Revised and typed seminar description and objectives for M.A. Mondal
- July 9: Revisited Rajshahi Silk Factory with M.Z. Hossain to verify case and its use  
Revisited Rajshahi Textile Mill with M. Khan to verify case and its use  
Revisited Sonali Bank with Mollik to verify case and its use  
Revisited Rajshahi Sugar Mills with Ahsan to verify case and its use  
Met with M. Hussain and M.A.Z. Khan to review final draft of lecture outlines  
Met with Mukherjee to review draft of case based on Railway Office  
Attended Rajshahi Cultural Center Concert  
Revised and typed seminar description, objectives, schedule, and lecture outline for presentation on Employee Pay and Benefits

- July 9: Rewrote and typed two case studies for "Employee Pay and Benefits"  
(Cont'd) Seminar  
Typed draft of case based on Bangladesh Railway  
Prepared and typed seminar evaluation forms
- July 10: Revisited Bangladesh Railway with Mukherjee to verify case and its  
use  
Met with M.A. Mondal to review outline of lecture  
Met with Prof. Saleh of the Psychology Dept. and other faculty in the  
Department to discuss recent developments in Industrial and  
Consumer Psychology  
Presented seminar with M.A.Z. Khan on "Employee Pay and Benefits"  
Reviewed two revised case study proposals developed by M.A.Z. Khan  
and wrote letter recommending funding  
Revised and typed one case for seminar on "Employee Motivation"  
Revised lecture outline on "Employee Motivation"
- July 11: Revised remaining two cases on "Employee-Employer Relations"  
Revised lecture outline on "Employee-Employer Relations"  
Presented seminar with M. Hossain on "Employee Motivation"
- July 12: Typed answers to several questions submitted by Ahmed Shafiuddin,  
Assistant Registrar of RU, to be used in an article in the local  
newspaper  
Visited Rajshahi College with Md. Gholam Kibria, Lecturer in Manage-  
ment at Rajshahi College  
Presented seminar with M.A. Mondal on "Employee-Employer Relations"  
Summarized evaluations of all three seminars
- July 13: Visited the School for the Mentally Retarded in Rajshahi, sponsored  
by the Psychology Department at RU  
Flew from Rajshahi to Chittagong  
Met with John D. Margolis from Northwestern University to share my  
observations on commerce education in the universities of  
Bangladesh  
Met with Professors Amal B. Nag and A. Mannan, Chittagong University  
(CU), to work out detailed agenda for EDP Seminar  
Met with Professor Khan, Dean, Faculty of Commerce, CU, to discuss  
CU program  
Reviewed recent case study proposals submitted by CU faculty and  
approved by UGC
- July 14: Reviewed and critiqued case study developed by A. Mannan, CU  
Reviewed and critiqued case study developed by A.F.M. Ashraf Ali, CU  
Reviewed two accepted case study proposals, one rejected case study  
proposal, and one rejected research proposal with Kanchan Kumar  
Purohit, CU  
Reviewed and critiqued case study developed by Md. Jahirul Hoque, CU  
Reviewed and critiqued a completed case study and a case study  
proposal developed by Amal B. Nag, CU  
Reviewed and critiqued a chapter on Case Studies for the Entre-  
preneurship book written by Kazi Ahmed Nabi, CU  
Met with Julian Gonsalves to discuss business academic options in the  
USA

- July 15: Participated in EDP seminar on "Employee Compensation Policy in Bangladesh" organized by the CU Faculty of Commerce and the Petroleum Corporation Training Center, and offered critiques to the faculty involved  
 Reviewed and critiqued case study developed by Md. Jahirul Hoque and Harunur Rashid, CU  
 Flew from Chittagong to Dhaka  
 Summarized the evaluations of the CU EDP Seminar
- July 16: Reviewed and critiqued case study proposal developed by A.H.M. Habibur Rahman, DU  
 Met with Khan, Sibbiq, and Bhowmik to review details for the day's EDP Seminar  
 Presented EDP seminar on "Recovery of Bank Loans: In Search of an Answer," with Khan, Sibbiq, and Bhowmik of DU Faculty of Commerce at Metropolitan Chamber of Commerce facility  
 Completed draft of report to be presented to UGC  
 Summarized evaluation forms from DU Seminar
- July 17: Met with Dr. A.T. Beri, Chair, UGC; L.A. Latif, BMET Project Coordinator; and M. Ahmad, MUCIA Representative, to present final oral report  
 Presented EDP Seminar on "Employee Compensation" with IBA faculty at IBA  
 Reviewed, critiqued, and edited case study developed by Md. Musa, IBA  
 Reviewed, critiqued, and edited case study developed by Nazma Hussain, IBA  
 Summarized evaluation forms from IBA seminar
- July 18: Flew from Dhaka  
 (Took three personal days in South Korea)
- July 23: Arrived in Minneapolis/St. Paul

EXECUTIVE DEVELOPMENT SEMINARS

The following seminars for managers are offered at no cost\* under the sponsorship of World Bank/Bangladesh Management Education and Training Project in association with the staff of the institutions identified. Participation of your managers is solicited and welcome.

July 28, 3 p.m. to 8 p.m. MANAGING PHYSICAL MOVEMENT OF GOODS TO CUSTOMERS

Distribution has been identified as a major marketing problem for many enterprises in Bangladesh. As a result, goods are not reaching end users at the right time at a reasonable price. This seminar will explore some basic problems of distribution and will assist middle and upper level managers of public and private sector organizations in formulating and adopting an effective distribution plan and network.

Seminar Leaders: Dr. Gary N. McLean, Professor of Management and Organization Development, University of Minnesota, USA; and Mohammad Salek, Senior Management Counsellor, Bangladesh Management Development Center

Place: BMDC, 4 Sobhanbag, Dhaka

Contact: Mohammad Salek, 325086-90, ext. 35

June 30, 3 p.m. to 8 p.m. EMPLOYEE COMPENSATION: IMPROVING, MEASURING AND REWARDING PERFORMANCE

Compensation is a critical management activity because it determines the relationship between employee contributions and organizational rewards. Compensation policies and practices affect the entire personnel process vis-a-vis the production of goods and services. Organization's compensation must not only be able to attract, retain and maintain quality candidates, but also should be able to elicit, direct and maintain the desired behaviour which would help in attaining the organization's objectives. Participants in the seminar will explore the present situation, offer their suggestions and opinions and apply the knowledge gained to real-world business situations.

Seminar Leaders: Dr. Gary N. McLean, Professor of Management and Organizational Development, University of Minnesota, USA; and Fazlul Karim, Faculty and Chairman, Executive Development Programmes, Institute of Business Administration, University of Dhaka

Place: Conference Room of the Bangladesh Chemical Industries Corporation (BCIC), BCIC Bhaban.

Contact: Leave reservation for Fazlul Karim with telephone operator at 507050-51 before 5 p.m. on June 28.

\* Fee: 200 taka

Appendix 4: Information Sheet on Seminars in Dhaka

July 16, 1986, 3 p.m. to 8 p.m. RECOVERY OF BANK LOANS: IN SEARCH OF AN ANSWER

The recovery and repayment of loans is a serious problem in Bangladesh. Successful loan management largely depends on customer-banker relationships in the form of a mutually beneficial partnership. This seminar, designed for top and mid-level bank officials and industry executives<sup>1</sup>managers, has the following participant objectives: to identify problems in loan recovery programs in Bangladesh; to understand the causes of the problems from the perspective of both lenders and borrowers; and to make recommendations for improving loan recovery programs by both lenders and borrowers.

Seminar Leaders: Dr. Gary N. McLean, Professor, Management and Organization Development, University of Minnesota, USA; Dr. Azizur Rahman Khan, Associate Professor, Dept. of Finance, Dhaka University; Dr. Shafiq Siddiq, Assistant Professor, and Bulbul Bhowmik, Lecturer, both in the Dept. of Accounting, Dhaka University.

Place: Conference Room, Bangladesh Employers Association, Chamber Building, 122-124 Motijheel C.A., Dhaka 2

Contact: Prof. A.H.M. Habibur Rahman, Dean, 508957 by July 9



University Grants Commission  
 Business Management Education and Training Project  
 House No. 59  
 Road No. 6/A  
 Dhanmondi R.A., Dhaka 9

June 24, 1986

Mr. C.K. Hyder, Secretary  
 Metropolitan Chamber of Commerce and Industry, Dhaka.  
 Chamber Building  
 122-124 Motijheel C.A.  
 Dhaka 2

Dear Mr. Hyder:

Thank you very much for the kind hospitality that you extended to me and my colleagues from Dhaka University yesterday. We also appreciate your willingness to cooperate with us in our Executive Development seminars.

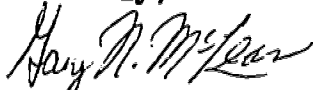
We have checked with the necessary authorities and willingly confirm our desire to hold our seminar on July 16, 1986, in your conference room from 3 p.m. to 8 p.m.

We also appreciate your willingness to help us identify participants for the July 16 seminar. We would very much appreciate your inviting 5 executives representing industry, as well as 2 representatives each from BSB, BSIS, and the Bangladesh Bank. Enclosed is a description of the seminar in some detail.

In addition, there are two other seminars that are being conducted by BMDC and IBA on June 28 and June 30, as described on the enclosed information sheet. We would be most appreciative if you could suggest about a dozen names for each seminar. Participants for the June 28 seminar will probably be marketing managers, while those for the June 30 seminar will likely be personnel managers. Please note the registration process as outlined on the information sheet.

Again, we appreciate your willingness to cooperate with us in this process. It is our hope that all will gain.

Sincerely,



Gary N. McLean, Professor  
 University of Minnesota

Enclosures

Appendix 5: Letter to Metropolitan Chamber of Commerce

SEMINAR ON  
EMPLOYEE COMPENSATION: IMPROVING, MEASURING  
AND REWARDING PERFORMANCE

MONDAY JUNE 30, 1986

EXECUTIVE DEVELOPMENT PROGRAMME  
INSTITUTE OF BUSINESS ADMINISTRATION  
UNIVERSITY OF DHAKA

Appendix 6: IBA Information Sheet for First Seminar

EXECUTIVE DEVELOPMENT PROGRAMME  
INSTITUTE OF BUSINESS ADMINISTRATION  
UNIVERSITY OF DHAKA

SEMINAR ON  
EMPLOYEE COMPENSATION: IMPROVING, MEASURING  
AND REWARDING PERFORMANCE

Compensation is a critical management activity because it determines the relationship between employee contributions and organizational rewards. Compensation policies and practices affect the entire personnel process vis-a-vis the production of goods and services. Organization's compensation must not only be able to attract, retain and maintain quality candidates but also should be able to elicit, direct and maintain the desired behaviour pattern of the employee which would help in attaining the organisation's objectives.

Objectives: The objectives of the seminar are:

- (a) To examine the current compensation policies and practices in the business and industries;
- (b) To evaluate the effectiveness of the compensation to employees in stimulating the employees to put forth their best;
- (c) To discuss the ways and means of overcoming weaknesses, deficiencies in the current compensation practices.

EXPECTED OUTPUT OF THE SEMINAR: By the conclusion of the seminar, participants will be able to :

- (a) Identify the nature, structure and elements of compensation systems in Bangladesh business and industries;
- (b) Identify weaknesses, gaps, inadequacies in the compensation package;

Contd...../2

: 2 :

- (c) Develop ways and means to overcome the weaknesses in the current compensation programme in order to make those effective;
- (d) Develop a set of recommendations to apply to real-world situations.

METHODS: The seminar would include a theme paper on Employee compensation and its relationship to performance and rewards on organizations to be followed by two case studies on the present status of compensation programs and its application in the real-world situation, using group discussion (syndicate work) and presentation of group findings and discussion.

PARTICIPANTS: Top and mid level Business executives and managers from both Public and Private sector organizations.

SEMINAR LEADERS: Dr. Gary N. McLean, Professor of Management and Organization Development, University of Minnesota, U.S.A.; Fazlul Karim, Faculty Organizational Behaviour and Personnel Management & Chairman, Executive Development Programs, Institute of Business Administration, University of Dhaka.

PLACE: Conference Room of the Bangladesh Chemical Industries Corporation (BCIC), BCIC Bhaban, Dilkusha Commercial Area, Dhaka.

TIME: 3:00 p.m. - 8:00 p.m.                      DATE: June 30, 1986

FEES: None

REGISTRATION: To register for participation leave a message for Chairman Executive Development Program, (Room No. 201) with the Telephone Operator at the IBA: 50 70 50 - 50 70 51 OR send the completed Registration Form enclosed with this brochure by hand before 5:00 p.m. of June 28, 1986

SEMINAR ON  
EMPLOYEE COMPENSATION: IMPROVING, MEASURING  
AND REWARDING PERFORMANCE

REGISTRATION FORM

Name of the Participant: \_\_\_\_\_

Organization : \_\_\_\_\_

Designation : \_\_\_\_\_

Date: \_\_\_\_\_

\_\_\_\_\_  
Signature

INSTITUTE OF BUSINESS ADMINISTRATION  
UNIVERSITY OF DHAKA

EXECUTIVE DEVELOPMENT PROGRAMME

AN ANNOUNCEMENT

The sponsors of this seminar would hold a second seminar on EMPLOYEE COMPENSATION on July 17, 1986 between 3:00-7:00 p.m. at the Institute of Business Administration, University of Dhaka, If you are interested to participate please contact the Executive Development Programme Office, Room #201 or Telephone: 507050-52 for registration and programme details on any working day except Thursday between 10:00 - 4:00 p.m.

Chairman  
Executive Development Programmes  
Institute of Business Administration

Executive Development Programme Seminar  
 MANAGING PHYSICAL MOVEMENT OF GOODS TO CUSTOMERS  
 June 28, 1986, 3 p.m. to 8 p.m.

Co-sponsored by:  
 World Bank/Bangladesh Management Education and Training Project  
 and  
 Faculty of Bangladesh Management Development Centre

SEMINAR DESCRIPTION: Distribution has been identified as a major marketing problem for many enterprises in Bangladesh. As a result, goods are not reaching end users at the right time at a reasonable price. This seminar will explore some basic problems of distribution and will assist middle and upper level managers of public and private sector organisations in formulating and adopting an effective distribution plan and network.

SEMINAR LEADERS: Dr. Gary N. McLean, Professor of Management and Organization Development, University of Minnesota, USA; and Mohammad Salek, Senior Management Counsellor, Bangladesh Management Development Center.

SEMINAR OBJECTIVES: By the conclusion of the seminar, participants will be able to:

1. Identify distribution problems of goods in Bangladesh;
2. Suggest solutions to such distribution problems;
3. Describe basic principles of effective distribution; and
4. Recommend solutions to actual distribution problems in Bangladesh.

SEMINAR SCHEDULE AND OUTLINE:

1500 Assembly and Registration  
 1515 Welcome Address and Inauguration  
 1530 Problems of Distribution in Bangladesh (Brainstorming)  
 1550 Principles of Effective Distribution for Bangladesh (Lecture)  
 1645 Distribution Case Study: Mehar Industry (An enterprise of BSEC)  
     --Division into syndicate groups of 4-5 each  
     --Read case  
     --Prepare syndicate response  
 1740 Report syndicate recommendations to entire group and discuss  
 1810 Tea Break  
 1830 Distribution Case Study: Cure Pharmaceutical Co.  
     --Read case  
     --Prepare syndicate response  
 1925 Report syndicate recommendations to entire group and discuss  
 1955 Concluding comments and seminar evaluation

Appendix 8: BMDC Handout - June 28

Executive Development Programme Seminar  
EMPLOYEE COMPENSATION : IMPROVING  
MEASURING AND REWARDING PERFORMANCE

June 30, 1986.

Co-sponsored by:

World Bank/Bangladesh Management Education and Training Project and Executive Development Programme, Institute of Business Administration, University of Dhaka in association with the consultative committee on Public Enterprises (CONCOPE), Dhaka.

SEMINAR DESCRIPTION: Employee compensation viz, Salaries wages and other benefits plays a critical role with regard to employee's contribution to organizations and achievement of its objectives. This seminar is designed to assist middle and upper managers of public and private sector organizations in examining some aspects of compensation package which can be manipulated within the total package in order to make it more effective in improving employee performance.

SEMINAR LEADERS: Dr. Gary N. Mclean, Professor of Management and Organization Development and Fazlul Karim, Faculty Member for Organizational Behaviour and Personnel Management and Chairman Executive Development Programmes Institute of Business Administration, University of Dhaka.

SEMINAR OBJECTIVES: By the conclusion of the seminar, participant will be able to:

- a) Identify the nature and importance of compensation programmes;
- b) Identify weaknesses, gaps and inadequacies in the compensation programmes;
- c) Develop ideas to overcome the weaknesses in the current compensation package; and
- d) Develop a set of recommendations to apply to real-world situation.

Appendix 9: IBA Handout - June 30



Se  
SEMINAR SCHEDULE AND OUTLINE:

- 15:00 Assembly, Fellowship and Registration
- MA 15:15 Welcome Address and Inauguration
- MC 15:25 Preliminary exploration: what problems do you face in  
compensating/rewarding your employees for improving their  
performance ? (Brainstorm)
- 15:45 What does "Employee Compensation" mean ?
- FK A conceptual Framework for Employee Compensation Administration.

ROLE OF EMPLOYEE COMPENSATION:

1. Equity function: It is assumed that adequate compensation relieves individuals from financial worries and thus enables them to put forward their best efforts on their jobs.
2. Motivational function: Compensation functions as a motivator to future initiative, human behaviour being highly complex with numerous motivational determinants. An employee's motivation can be harnessed partly by providing equitable financial rewards as well as satisfying higher level needs.

It is assumed that compensation forms a defence mechanism to meet job frustration, conflict and anxiety effectively.

- 16:15 Tea
- MC 16:30 Application of the Concepts: B.T. Corporation Case study  
read and syndicate work.
- MC 17:25 Present syndicate findings and discussion
- FK 18:00 Application of concepts: Employee meal benefits at Thai  
Telephone Co. Food for Management Thought Case study  
read and syndicate work.
- FK 18:55 Present syndicate findings and discussion
- MC 19:30 Concluding Remarks and Seminar Evaluation
- MA 19:40 Seminar adjournment
- 

MA : Professor Muzaffer Ahmad

MC : Dr. Garry Mclean

FK : Fazlul Karim

EMPLOYEE COMPENSATION: IMPROVING MEASURING  
AND REWARDING PERFORMANCE

- Fazlul Karim\*

Compensation is a critical management activity because it determines the relationship between employee contributions and organizational rewards. Compensation policies and practices affect the entire personnel process vis-a-vis the production of goods and services. An organization's compensation must not only be able to attract, retain and maintain quality candidates but also should be able to elicit, direct and maintain the desired behaviour pattern of the employee which would help in attaining the organization's objectives:

Compensation has been defined as:

Those processes aimed at paying people both for the services they provide and as motivation for them to achieve desired levels of performance.

The compensation process is intimately related to employees performance. Employee perceptions about compensation determine the nature and extent of quality and quantity of their performance.

In Bangladesh since its inception in 1971 the total compensation package has undergone quite significant changes. The National Pay Scales have been reorganized twice substantially with minor reorganizations in between. The second major change was effected in June, 1985.

The new compensation package which has been in force since June 1, 1985, provides for payment of basic pay, medical facilities, house rent allowance, or ceiling, conveyance allowance and festival allowance or bonus.

---

\*Faculty and Chairman Executive Development Programmes,  
Institute of Business Administration, University of Dhaka

### Objective:

The objective of my presentation is to examine the theoretical considerations involved in the administration of a compensation package as far as their *is* is concerned.

### Scope of discussion:

Compensation is a broad topic that is closely related to number of other fields of management activities. Our purpose, however, is limited to an examination of the present policies, practices and beliefs in Bangladesh.

### Types of Compensation:

Compensation includes both monetary rewards as well as rewards in forms which recognize the individual employees worth, e.g., promotion, incentive bonus, more autonomy, etc. A list of elements which make up a list of items commonly included in a compensation package is in Annexure - I.

### Nature of Compensation:

Total compensation therefore involves both intrinsic and extrinsic rewards. When linked with performance they cause satisfaction if they are considered equitable. Intrinsic rewards stem from within the individual while extrinsic rewards are provided by the management.<sup>3</sup> In our case the extrinsic rewards are the salaries and wages and supplementary or fringe benefits.

### Functions of Compensation:

Compensation has two functions - the equity function and the motivational function. It involves an individuals past performance as well as his present accomplishment.

1. Equity function: It is held that adequate compensation relieves individuals from financial worries and thus enables them to put forward their best efforts on their jobs. Individuals are likely to work effectively if they visualize the prevailing reward system as providing "equitable" remuneration for their efforts.
2. Motivational function: Compensation functions also as a motivator for future initiative, human behaviour being highly complex with numerous motivational determinants. An employee's motivation can be harnessed through the administration of certain compensation.

ANNEXURE - IA MODEL OF COMPENSATION STRUCTURE

A	B
I. <u>MONETARY</u>	
*Pay	*Promotion
*Allowances	*Overtime pay
- Medical	*Bonus (incentive)
- Housing	
- Conveyance	
*Pension	
*Group Insurance	
*Bonus	
- Festival	
II. <u>SOCIAL</u>	
None	*Sports
	*Employees canteen
	*Management oriented parties
III. <u>RECOGNITION</u>	
None	*Training
	*Achievement
	*Management by Walking Around (MBWA)
	*Letter of Commendation

BASIC ISSUES

\*IS THE PRESENT COMPENSATION PACKAGE PERCEIVED AS EQUITABLE BY THE EMPLOYEES.

\*CAN THE COMPENSATION PACKAGE BE EFFECTIVELY USED IN MOTIVATING THE EMPLOYEES

DEFINITION OF COMPENSATION

COMPENSATION INVOLVES THOSE PROCESSES AIMED AT PAYING PEOPLE BOTH FOR THE SERVICES THEY PROVIDE AND AS MOTIVATION FOR THEM TO ACHIEVE DESIRED LEVELS OF PERFORMANCE

EMPLOYEE PAY AND BENEFITS  
Executive Development Seminar  
University of Rajshahi  
July 10, 1986

SEMINAR DESCRIPTION: Employee pay and benefits are generally considered to be important factors affecting employee morale and ultimately productivity. This seminar will explore various theories of compensation, with consideration given to their applicability to the current situation in Bangladesh. Both financial and nonfinancial benefits will be considered in a theme paper. Participants will also consider two cases based on real life situations in which an organization is facing difficulty in the area of employee pay and benefits.

SEMINAR OBJECTIVES: Upon completion of the seminar, participants will be able to:

1. Describe theories of pay and benefits and assess their applicability to the current Bangladesh situation;
2. Identify existing problems in the pay and benefits packages of two existing organizations; and
3. Make recommendations to two organizations currently facing problems in the area of pay and benefits.

SEMINAR LEADERS: Dr. Gary N. McLean, Professor of Management and Organization Development, University of Minnesota, USA; and Dr. M. Ameeruz Zaman Khan, Professor of Management, University of Rajshahi.

SEMINAR SCHEDULE:

1445 Registration and Fellowship  
1500 Address of Welcome by Dr. A.A. Talukdar, Dean, Faculty of Commerce  
1515 A Conceptual Framework of Employee Pay and Benefits, Wage Theories, and Fringe Benefits, by Dr. Khan  
1600 Additional Comments by Dr. McLean and Discussion  
1615 Tea Break  
1630 Case Study: Bangladesh Northern Jute Mills, moderated by Dr. McLean  
    --Reading  
    --Small Group Discussion  
1720 Large Group Discussion  
1745 Case Study: Sweet Sugar Mills; moderated by Dr. Khan  
    --Reading  
    --Small Group Discussion  
1815 Large Group Discussion  
1850 Concluding Remarks and Evaluation  
1900 Adjournment of the seminar by vote of thanks

Appendix 10: University of Rajshahi Handout - July 10



## OUTLINE TO ACCOMPANY CONCEPTUAL FRAMEWORK:

1. Theories of pay in organisations and their relevance to events and situations in Bangladesh.
2. Salary determination and policy: adequacy, equity and balance. Forces and considerations affecting salary; whether practical in Bangladesh situations in public or private sector industries. Reference: Zahurul Haque Commission and Enam Committee recommendations.
3. Scope of wage surveys in public and private sector industries in Bangladesh
4. Incentive plans, profit sharing, and security plans
5. Nonfinancial rewards and indirect compensation

A Schematic Model of Employee Pay Structure  
Modified from F. Karim, IBA, Dhaka, Bangladesh

A	B
<p>I. <u>Financial</u></p> <ol style="list-style-type: none"> <li>a. Basic Pay</li> <li>b. Allowances               <ul style="list-style-type: none"> <li>--Housing</li> <li>--Medical</li> <li>--Conveyance</li> </ul> </li> <li>c. Pension/Contributory Provident Fund/Retirement Benefits</li> <li>d. Festival Bonus</li> <li>e. Group Insurance</li> </ol>	<p>I. <u>Financial</u></p> <ol style="list-style-type: none"> <li>a. Promotion</li> <li>b. Overtime Pay</li> <li>c. Incentive Bonus</li> <li>d. Increments</li> </ol> <p>II. <u>Social Influence and Community Value</u></p> <ol style="list-style-type: none"> <li>a. Recreation</li> <li>b. Sports</li> <li>c. Employee Canteen and Cafeteria</li> <li>d. Picnic and Management Sponsored and Supported Social Get Togethers</li> <li>e. Children's Education</li> <li>f. Income Generating Programs for Families</li> </ol> <p>III. <u>Recognition</u></p> <ol style="list-style-type: none"> <li>a. Training</li> <li>b. Achievement</li> <li>c. Letter of Commendation</li> <li>d. Award Titles</li> <li>e. Management by Walking Around (MBWA)</li> </ol>

EMPLOYEE MOTIVATION  
Executive Development Seminar  
University of Rajshahi  
July 11, 1986

SEMINAR DESCRIPTION: Motivation is the intensification of the desire of employees to do their best to accomplish the assigned duties. Mere issuance of directions does not mean that they will be followed. Employees have a certain area of acceptance. Orders falling within this area will be carried out; those falling outside will be disregarded or sabotaged. Participants in this seminar will explore appropriate motivation techniques that can be used to enlarge this area of acceptance and will apply them in actual cases in which employee motivation is an issue.

SEMINAR OBJECTIVES: By the conclusion of the seminar, participants will be able to:

1. Identify the nature of motivation and the types of motivation available to management;
2. Describe inadequacies in motivational practices often found in practice;
3. Suggest methods to overcome these inadequacies; and
4. Recommend techniques to be used in two real situations.

SEMINAR LEADERS: Dr. Gary N. McLean, Professor of Management and Organization Development, University of Minnesota, USA; and Dr. Maqbul Hossain, Professor, Department of Accounting, University of Rajshahi.

SEMINAR SCHEDULE:

1500 Registration and Fellowship  
 1515 Welcome by Prof. A.A. Talukdar, Dean, Faculty of Commerce  
 1530 Conceptual Framework on Employee Motivation, Dr. M. Hossain  
 1600 Discussion on Presentation  
 1615 Tea Break  
 1630 Case Study, Southern Nationalised Banks of Bangladesh: Dr. Gary N. McLean  
       Read and Small Group Discussion  
 1715 Large Group Discussion  
 1740 Case Study, Central Textile Mills: Dr. M. Hossain  
       Read and Small Group Discussion  
 1825 Large Group Discussion  
 1850 Concluding Remarks and Evaluation  
 1900 Adjournment with vote of thanks

Appendix 11: University of Rajshahi Handout - July 11

### FRAMEWORK ON EMPLOYEE MOTIVATION

Administrative actions, like planning, degree of decentralisation, consultative direction, and promotion and bonuses, will be of no avail unless employees are willing to contribute their effort towards the fulfillment of their assigned tasks. Motivation is designed to intensify the desire in each individual to execute his or her duties effectively. The task of creating effective motivation calls for a keen appreciation of the needs of the employees, such as:

1. Physiological needs - food, clothing, shelter;
2. Security needs, like stability of the job;
3. Desire for a sense of belonging (social needs);
4. Ego needs, such as participative management and operational autonomy;  
and
5. Self-fulfillment needs, covering desire for being creative and innovative.

#### Primary Incentives:

The administration's job of motivation is that of generating a situation that provides satisfaction to individual members and at the same time makes appropriate contributions towards the objectives of the enterprise. Administration must have knowledge of what influences employees' attitudes and what gives them satisfaction or dissatisfaction. Management will usually get their plans carried out more effectively to the extent they can provide:

1. Higher financial income,
2. Social status and respect,
3. Security,
4. Attractive work,
5. Opportunity for development,
6. Worthwhile activity,
7. Personal power and influence,
8. Just and fair supervision, and
9. Voice in own affairs.

#### Factors guiding individual reaction:

- a) Characteristics
- b) Emotion and temperamental makeup
- c) Pattern of beliefs

EMPLOYEE -EMPLOYER RELATIONS  
Executive Development Seminar  
University of Rajshahi  
July 12, 1986

SEMINAR DESCRIPTION: Managing people is one of management's major tasks. Effective relationships between employees and management are essential for higher productivity and for achieving the goals of an organisation. Improved relationships with management can also enhance the working environment for employees. Environmental factors in Bangladesh add additional strains to employee-employer relations. This seminar will explore concrete means of improving such relationships.

SEMINAR OBJECTIVES: By the conclusion of the seminar, participants will be able to:

1. Identify the issues affecting employee-employer relations;
2. Determine ways to create more harmonious labour-management relations;
3. Analyse existing employee-employer relations present in two case studies; and
4. Recommend alternative courses of action in those case studies.

SEMINAR LEADERS: Dr. Gary N. McLean, Professor of Management and Organization Development, University of Minnesota, USA; and Dr. M.A. Mondal, Professor, Department of Accounting, University of Rajshahi.

SEMINAR SCHEDULE:

1500 Registration and Introductions  
1515 Welcome and Inauguration by Prof. A.A. Talukdar, Dean, Faculty of Commerce, and Prof. Gary N. McLean  
1530 Presentation on Employee-Employer Relations, Dr. M.A. Mondal  
1600 Discussion on Presentation  
1615 Tea Break  
1630 Case Study, Bangladesh Products Factory: Dr. Gary N. McLean  
Read and Small Group Discussion  
1720 Large Group Discussion  
1745 Case Study, Bangladesh Railway: Dr. M.A. Mondal  
Read and Small Group Discussion  
1830 Large Group Discussion  
1855 Concluding Remarks and Evaluation  
1900 Adjournment

Appendix 12: University of Rajshahi Handout - July 12

PRESENTATION OUTLINE ON EMPLOYEE-EMPLOYER RELATIONS

1. Three Groups of Actors
  - a) Employees and their organisations
  - b) Employers and their organisations
  - c) Governmental agencies
  
2. Factors influencing employee-employer relations negatively
  - a) Employees
    - 1) Impatience
    - 2) Unlawful demands
    - 3) Overconfidence
    - 4) Influenced by external events
    - 5) Surplus of labour leading to slack time
    - 6) Self-interest
    - 7) Politicized leadership
    - 8) High consumer prices
    - 9) Unfavourable working conditions
  
  - b) Employers
    - 1) Reluctant management
    - 2) Differential treatment
    - 3) Arbitrary action
    - 4) Lack of sympathy
    - 5) Financial constraints
    - 6) Legal constraints
    - 7) Lack of autonomy
    - 8) Frequent movement; mobility
    - 9) Self-interest
  
  - c) Governmental Agencies
    - 1) Political influence
    - 2) Discrimination
    - 3) Oppressive measures
    - 4) Employer in nationalised organisations
    - 5) Lack of clear public sector objectives
  
3. Factors needed to improve employee-employer relations
  - a) Reasonable compensation
  - b) Security of service
  - c) Justice
  - d) Future prospects
  - e) Health and safety
  - f) Right recruitment
  - g) Equitable treatment
  - h) Appropriate handling of individual grievances
  - i) Joint consultation
  - j) Better communication
  - k) Improved working conditions

SPECIAL SEMINAR ON:  
EMPLOYEE COMPENSATION POLICY IN BANGLADESH

Venue : Petroleum Corporation Training Centre  
Date : Tuesday 15 July '86  
Timing : 0900-1700 Hours

\* SEMINAR LEADER

DR. GARY N. McLEAN  
Professor of Management & Organisation Development,  
Minnesota University, U S A and currently  
World Bank Consultant in Bangladesh on Management Education

\* SEMINAR CO-ORDINATORS

- \* MR. A. B. NAG  
Professor of Accounting & Chairman  
Bureau of Business Research  
University of Chittagong
- \* MR. A. MANNAN  
Associate Professor of Management & Director  
Bureau of Business Research  
University of Chittagong.
- \* MR. AZHAR-UL ISLAM  
Chief Training Co-ordinator  
Petroleum Corporation Training Centre  
Chittagong.

\* KEY-NOTE-SPEAKER

- \* MR. M. MASIH UL KARIM  
Director Personnel  
Hoechst Pharmaceuticals Co

\* PARTICIPANTS : Senior Level Executives of

- \* Petroleum Sector
- \* Other Corporations
- \* Multinationals
- \* Teachers of the Faculty of Commerce  
University of Chittagong.

Contd.....P/2

Appendix 13: Chittagong University Handout - July 15

\* SPONSORS :

The seminar has jointly been sponsored by the Faculty of Commerce of the University of Chittagong, the Petroleum Corporation Training Centre and the World Bank.

\* NOMINATION:

Nominations are invited from the above organisations to enrich the proceedings of the seminar with their practical experience.

\* No fees will be charges for the seminar.

\* INTRODUCTION:

Organisations are composed of people who primarily work to meet their basic needs.

Compensation Policy differs from country to country and from organisation to organisation based on socio-economic para-meters.

In Bangladesh, Government is the biggest Employer having various organisational structures and status viz,

- \* Government Deptts.
- \* Semi Government Deptts.
- \* Autonomous Bodies
- \* Corporations

They are entrusted to function in Administration, Trade, Commerce, Transport & Industry.

Contd.....F/3

The Private Sector in Bangladesh is also playing a vital role in Trade, Transport, Commerce & Industry and the Multinationals constitute a bulk of this sector.

With these varied organisational goals and structures, it is only natural to have different types of compensation policy in our society having impacts of diverse dimensions.

SEMINAR OBJECTIVES:

- \* to pin-point the impacts of compensation policy on our national productivity;
- \* to evaluate the prevailing Employee Compensation Policy in our socio-economic frame-work;
- \* to enable the delegates to review this important factor of organisational success to stream line the economic life in the society.

METHODOLOGY:

The seminar will be conducted mainly through case method and syndicate exercise.

PROVISIONS :

Reading materials, stationary, snacks, tea and lunch will be provided.



PROGRAMME FOR SEMINAR ON JULY 15, 1986.

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9.00 - 9.15 a.m.	Registration
9.15 - 9.20 a.m.	Introduction
9.20 - 9.35 a.m.	Inauguration:  <u>Chief Guest:</u> Dr.M.waliuzzaman Director(Operation & Planning). Banglaesh Petroleum Corporation.
	<u>Chairman:</u> Professor Md.Ali Imdad Khan, Dean, Faculty of Commerce, University of Chittagong.
9.35 - 10.05	Key Note Speech: Mr.Masim ul Karim Director(Personnel) Hoechst Permaceticals Chittagong.
10.05 - 10.20	Discussion on Key Points of the Speech
10.20 - 10-35	Introduction to Case method:  Dr.Gary N.McLean Prof. of Management & Organizational Development, University of Minnesota, U.S.A.
10.35 - 11.00	Tea Break
11.00 - 1.00	Case <del>#</del> 1
1.00 - 2.00	Lunch
2.00 - 3.30	Case <del>#</del> 2
3.30 - 3.40	Conclusion/Evaluation.

All Participants are requested to follow the time-schedule.

Executive Development Programme Seminar  
Recovery of Bank Loans: In search of an answer  
July 16, 1986.

54

Co-sponsored by : World Bank/Bangladesh Management Education and Training  
Project and the Faculty of Commerce,  
University of Dhaka.

In Association  
with : Metropolitan Chamber of Commerce & Industry, Dhaka.

SEMINAR DESCRIPTION : Banks in Bangladesh are experiencing serious problem  
because many loans made to industries are not repaid  
on time. Likewise, many industries are facing problem  
in repaying loans for a number of reasons. This seminar  
aims at identifying the roots of the problem and  
suggesting some measures towards solution of the problem.

SEMINAR LEADERS : Dr. Gary N. Mclean, Professor of Management and Organi-  
sation Development, University of Minnesota, U.S.A.;  
Dr. Azizur Rahman Khan, Associate Professor, Department  
of Finance, Dhaka University; Dr. Shafiq A. Siddiq,  
Assistant Professor and Mr. Bulbul Bhowmik, Lecturer,  
both in the Department of Accounting, Dhaka University.

OBJECTIVES : The primary objectives of this seminar are:  
1. To identify problem of loan recovery programme in  
Bangladesh.  
2. To understand the causes of the problem from the  
perspective of both lenders and borrowers; and  
3. To make recommendations for improving loan recovery  
programme by both lenders and borrowers.

SEMINAR SCHEDULE:

Inauguration

- 14.30 - Reporting and Registration.
- 15.00 - Assembly.
- 15.15 - Welcome address by President, Metropolitan Chamber of Commerce &  
Industry, Dhaka.
- 15.25 - Address by Professor M. Habibullah, Faculty of Commerce,  
Dhaka University, Dhaka.
- 15.35 - Inaugural address by Professor A.H.M. Habibur 'Rahman, Dean,  
Faculty of Commerce, Dhaka University, Dhaka.
- 15.45 - Vote of thanks. (Khan, McLean)
- 15.50 - Tea Break.

Working Session

- 16.05 - Problems of Timely Recovery of Bank Loans (Brainstorming)  
- Dr. Gary N. Mclean.
- 16.20 - Background of Loan Recovery Management (Lecture)  
- Dr. A.R. Khan  
- Dr. S.A. Siddiq
- 17.00 - Case-1 (in Syndicate group) McLean, Khan
- 18.00 - Discussion (NGT)
- 18.20 - Case-2 (in Syndicate group) Siddiq, McLean
- 19.20 - Discussion (NGT)
- 19.40 - Seminar Evaluation and Conclusion. McLean

Appendix 14: Dhaka University Handout - July 16

OUTLINE OF THE LECTURE:

1. General Aspects of Bank Loan Management:

- i. Allocation of funds
- ii. Development of skilled personnel
- iii. Formulation of definite policies and procedures
- iv. Application
- v. Evaluation
- vi. Sanction
- vii. Supervision
- viii. Recovery
- ix. New Loans

2. Sound Lending Principles:

- i. Safety
- ii. Liquidity
- iii. Diversification of risk
- iv. Profitability
- v. Purpose

3. Sound Borrowing Principles:

- i. Attitude of Bank
- ii. Type of securities
- iii. Cost of borrowing
- iv. Developmental services.

4. Evaluation:

(i) Gathering Information:

- a. Interviews
- b. Financial statements
- c. Bank records
- d. Stock market reports
- e. Report from other banks
- f. Others, i.e. tax returns, journals etc.

(ii) Elements of evaluation:

- a. Credit character
- b. Capacity
- c. Capital
- d. Collateral
- e. Condition

(iii) Aspects:

- a. Technical
- b. Managerial
- c. Market
- d. Financial

: 2 :

5. Supervision:
  - a. Procuring progress reports
  - b. Obtaining annual financial and other reports
  - c. Inspection
  - d. Nomination of directors
  
6. Steps in recovery:
  - Assessing inflow and outflow of cash
  - Making repayment schedule - Amount
    - Periods (annual, half-years etc.)
    - Time (30th June, 31st Dec. etc.)
  - Reminders to the borrowers intimating - time when due
    - amount: principal
    - interest
    - panel interest, if any
    - consequence of default
  - Consider borrowers' difficulty, if any,
  - Adjust repayment schedule, if required
  - Records - Acknowledging borrowers' repayments
    - Intimating periodical balances
  - Personal visiting for close understanding
  - Persuasion through - borrowers' business friend (one/two)
    - borrowers' family friend (one/two)
    - borrowers' auditors
  - Requesting for chambers' influence
    - First - local
    - Next - regional
    - Next - Federal
  - Legal notice
  - Filing suits.
  
7. Types of Default:
  - (i) Willful:
    - a. Consumption
    - b. Investment in other projects
      - Inside the country
      - Outside the country
    - c. Others
  - (ii) Genuine:
    - a. Death of the entrepreneur
    - b. Technical reason
    - c. Labour problem
    - d. Market problem
    - e. Wrong repayment schedule
    - f. Unwholesome relationship between lender and borrower
    - g. Others
  - (iii) Suggestions: To be invited through seminar deliberations.

## APPENDIX

## CHECKLIST FOR CORPORATE CUSTOMERS

1. History of business
  - 0 How old is the business?
  - 0 Are founders still connected?
  - 0 Steady growth or erratic progress?
  - 0 Any major problems in the past which are likely to recur?
  - 0 At first glance is the company young and thrusting (and possibly lacking a sense of caution and responsibility), or old and unambitious (not necessarily a criticism; such business after make very good customers).
  
2. Ownership
  - 0 Who owns the business?
  - 0 Do owners have full/partial control over the day-to-day running?
  - 0 Identify any inter company holdings.
  - 0 Will present owners be prepared to leave profits in business during difficult times?
  - 0 Have owners any further liquid assets to introduce in case of need?
  - 0 What will be the consequences of the death of one/all owners?
  - 0 Are personal guarantees of owners necessary?
  
3. Corporate objectives
  - 0 What are the general objectives of the directors?
  - 0 Are these: quantified / ambitious / attainable / flexible / appropriate?
  - 0 Do they include at least one from this list: profitability / liquidity / product mix / market position / productivity?
  
4. Management
  - 0 Ages
  - 0 Responsibilities.
  - 0 Background, qualifications and experience.
  - 0 All able to grow with business?
  - 0 Any gaps?(Think of key areas: general management, sales, production, finance.)
  - 0 Succession.
  
5. Labour resources
  - 0 Numbers and type: male / female; full-time / part-time; skilled/ unskilled; union / non-union.
  - 0 Adequacy / quality / availability: all right to meet objectives?
  - 0 Senior and key employees: what are ages, how easy to replace, should they be insured?
  - 0 Wages: how do they compare with area; details of bonus schemes / overtime / shift rates / fringe benefits.

Contd...P/2.

: 2 :

- 0 How controlled and supervised?
  - 0 Relations with management. Good communications?
  - 0 Absenteeism / turnover.
  - 0 Productivity / performance / attitude to job.
6. Premises
- 0 Location / age.
  - 0 Freehold / leasehold.
  - 0 Adequate space: short term / medium term.
  - 0 Security of tenure: terms of lease.
  - 0 Room and approval for expansion.
  - 0 Is layout good?
  - 0 What is general condition? Do premises appear suitable for work being carried out?
  - 0 Fire regulations observed?
  - 0 Other legislation being met?
  - 0 Valuation and basis.
  - 0 Insurance adequate?
7. Plant and machinery
- 0 What are major items: condition and adequacy / when require replacement / cost of replacement?
  - 0 Owned or leased?
  - 0 Maintenance policy and planning.
  - 0 Depreciation rate policy.
  - 0 Planned expenditure.
  - 0 How is expenditure to be appraised?
  - 0 What is utilisation rate?
  - 0 Any obvious 'white elephants' which could be sold?
  - 0 Percentage of total fixed costs?
  - 0 Insurance adequate?
8. Financial resources
- 0 What lines of credit are available to business including HP and leasing commitments?
  - 0 Are financial resources adequate to meet objectives? Any restraints on growth:
  - 0 Is financial structure sound: gearing / liquidity ratios / mix of finance correct as to term and amount for needs of company?
  - 0 Is management aware of all types of facilities available? Factoring / leasing / discounting / etc.
  - 0 Is repayment capacity adequate.
  - 0 Vulnerability to outside pressures.
  - 0 Profitability: steady or volatile?
  - 0 Capital commitments.
  - 0 Contingent liabilities.

Contd....P/3.

9. Products and markets
- 0 What are major products? Are markets for these products expanding / declining?
  - 0 Is performance of present products closely monitored: sales trend / market share / profitability / contribution?
  - 0 What factors influence demand: price / fashion / delivery dates / quality / seasonality?
  - 0 Which customers are most important: 10 per cent / 20 per cent / 30 per cent of turnover? Have these customers been asked what their buying policy is likely to be in the future?
  - 0 New products planned: what is policy on new products?
  - 0 Are complaints logged?
  - 0 Can products be easily copied / have they been patented?
  - 0 What market research is carried out? How are markets changing?
  - 0 Product range: too wide / too narrow / never examined / properly recorded?
  - 0 'Make in' or 'buy out' decisions properly thought through?
  - 0 Size of order book: logged by product range / effect on working capital assessed?
  - 0 Wholesaling / distribution / packaging policies right: reviewed regularly?
  - 0 Marketing strategies correct? sales force / method of approach / order processing / geographical areas covered / advertising / right products promoted?
  - 0 Competitors monitored closely?
  - 0 Export policy.
10. Purchasing
- 0 Control and responsibility.
  - 0 Dependent on one / few suppliers?
  - 0 Lead times.
  - 0 Is price sole determinant?
  - 0 Reliability / quality of raw material / component purchases.
  - 0 How often are possible new suppliers examined: are regular quotations obtained? Availability of alternative supplies?
  - 0 Are discounts for quantity obtained? Who decides on order quantity?
  - 0 Who are large creditors; are they sympathetic during periods of temporary cash shortage?
  - 0 Can suppliers carry stock; if so, on what terms?
  - 0 How does business treat its creditors? Does it pay in shouting order or attempt to preserve important sources of supply?
  - 0 How would business be hit if quicker payments were demanded?
  - 0 Is a regular check maintained on purchase ledger balances / extent of credit taken?
  - 0 Who checks goods received against invoice? Is method used both cost effective and secure?

Contd....P/4.

: 4 :

11. Costing
- 0 What method(s) used?
  - 0 Who is responsible for supervision and amendment?
  - 0 What items are costed? What items are estimated?
  - 0 Do they use their own historic costs / their own estimated future costs / costs provided by an outside source?
  - 0 Are forecast costs regularly re-examined?
  - 0 How accurately are overheads assessed? Is method of overhead recovery logical? Is it suitable for all products?
  - 0 Is an allowance made for scrap; wastage etc?
  - 0 Is full cost of labour allowed for?
  - 0 Are actual results measured against standards set? How do target margins compare with actual results?
  - 0 If estimates are given do these allow for subsequent increases in raw materials etc.
  - 0 Is marginal costing ever considered: Are contributions of individual products known?
  - 0 Is allowance included for use of assets not shown in balance sheet e.g. machinery fully depreciated?
  - 0 Is too much time spent controlling insignificant costs?
12. Pricing
- 0 Who is responsible?
  - 0 What are pricing strategies?
  - 0 How are prices determined?
  - 0 How frequently are prices reviewed and amended?
  - 0 What are major bars to more frequent adjustments?
  - 0 Is market research used?
  - 0 How price sensitive is market by product range?
  - 0 Comparison with competitors?
13. Working capital management
- a. Stock control (see also Purchasing above)
- 0 Who is responsible?
  - 0 What are stock holding policies for: raw materials / components / work-in-progress / finished goods?
  - 0 Safety levels / lead times / reorder points / reorder quantities?
  - 0 Obsolescence?
  - 0 Storage facilities?
  - 0 Security: what are weakest aspects? Is stock readily saleable?
  - 0 Control system good? How often physical check made: are variances common / uncommon?
  - 0 Stock turn: improving / declining?
  - 0 Is control cost effective? Is more regard paid to high value / high turnover items? Is ABC system appropriate? Does 80 per cent / 20 per cent rule apply?
  - 0 How is stock valued?
  - 0 Are changing levels of consumption monitored?

Contd...P/5.



- 0 Are stock-outs frequently seen?
- 0 Are stock tax relief provisions allowed for?
- 0 Is insurance adequate?
- 0 b. Debtor control
- 0 Who is responsible?
- 0 What is overall objective? What are target credit allowed ratios?
- 0 What are normal terms of trade?
- 0 Are credit limits set?
- 0 Are status enquiries made? And rechecked periodically?
- 0 What is bad debt record? Is this bad? Or too good?
- 0 When is invoice sent?
- 0 When is statement sent?
- 0 What is collection procedure?
- 0 What happens to disputed bills?
- 0 Why/when are credit notes issued?
- 0 Are discounts given - why?
- 0 Is ageing analysis completed? Record of debts more than three / six months old?
- 0 Can progress payments be requested?
- 0 Are deliveries stopped at a particular point?
- 0 c. Creditor control (see also purchasing above)
- 0 What is policy?
- 0 Is suppliers' financial position considered?
- 0 Are discounts taken?
- 0 Is check maintained on totals outstanding to major creditors?
- 0 Joint ventures considered?
- 14. Information systems
- 0 a. Management reports
- 0 What information is necessary to run business effectively?
- 0 Is it prepared? In reasonable time?
- 0 Do reports include: outstanding order book / sales analysis / direct costs / stock changes / overheads / profit?
- 0 Who is responsible? Are they trained?
- 0 How do internal accounts compare with audited figures?
- 0 Is distribution list appropriate?
- 0 b. Profit budgets
- 0 Are these produced
- 0 Who is responsible?
- 0 Who sets objectives and key tasks?
- 0 Are objectives appropriate?
- 0 When are budgets prepared?
- 0 How frequently are figures up-dated?
- 0 Are variances monitored? By whom? What action is taken?
- 0 Are budgets used as targets? If yes, how far down business is this so?

Contd...P/6.

: 6 :

- 0 Are assumptions recorded? Is inflation allowed for?
- 0 How realistic is budget? How does it compare with past performance?
- 0 Is business being stretched? Is maximum contribution being obtained from scarce resources?
- 0 Key is sales forecast - is this realistic bearing in mind all circumstances?

c. Cash forecasts

- 0 Are these produced?
- 0 Who is responsible?
- 0 Are figures based on profit budgets? If not, how have assumptions been made?
- 0 Are all cash items included?
- 0 Are all assumptions reasonable, e.g. is forecast debtor payment pattern similar to what has happened in past?
- 0 Are bank charges included?
- 0 Is starting bank balance reconciled?
- 0 Are variances monitored? By whom? What action is taken?
- 0 Is stock holding policy likely to vary?
- 0 Are forecasts used for planning capital expenditure and investing short-term surplus?
- 0 Do the figures add up?

15. Bookkeeping systems

- 0 What books are kept?
- 0 Who is responsible?
- 0 Is detail adequate?
- 0 Are books posted daily?
- 0 How often are trial balances extracted?
- 0 Has system kept pace with growth of business? Proprietary systems considered? Computer linked systems considered?

EMPLOYEE COMPENSATION  
Executive Development Seminar  
Institute of Business Administration  
July 17, 1986

(NOTE: The detailed handout used for this seminar was the same as that used for IBA's June 30 seminar as contained in Appendix 9. The schedule that follows was designed for this specific seminar.)

SEMINAR SCHEDULE

- 15:00 Assembly, Fellowship and Registration
- MA 15:15 Welcome address and Inauguration
- Mc/FK 15:25 Preliminary exploration: What problems do you face in compensating/rewarding your employees for improving their performance?(Brainstorm).
- 15:45 T e a
- Mc 16:00 Application of the concepts: Eastern Gas Systems Ltd.  
Case Study: Read, discuss in small groups (Syndicate work)
- 16:35 Present syndicate findings and discussion (Large group)
- FK 17:00 Application of the concepts: ABC Bank- A case on Promotion-  
Case Study: Read, discuss in small groups (syndicate work)
- 17:35 Present syndicate findings and discussion.
- Mc 18:00 Application of the concepts: XYZ Garments Ltd. (XGL)- Case  
Study: Read, discussion in small groups (Syndicate work)
- 18:35 Present syndicate findings and discussion.
- Mc 19:00 Concluding Remarks and Seminar Evaluation
- MA 19:10 Seminar Adjournment.

MA : Professor Muzaffer Ahmad  
Mc : Dr. Garry Mclean  
FK : Fazlul Karim

Appendix 15: IBA Handout - July 17

LIST OF PARTICIPANTS  
Executive Development Program  
Bangladesh Management Development Centre  
June 28, 1986

1. Dr. A.R. Khan, Associate Professor, University of Dhaka
2. Dr. S.A. Siddiq, Assistant Professor, University of Dhaka
3. Syed Masud Hasan, Sr. Management Counsellor, BMDC
4. Md. Nizam Uddin, Sr. Management Counsellor, BMDC
5. M.A. Akkar, Sales Manager, COSCOR
6. S. Zaman Chowdhury, Associate Management Counsellor, BMDC
7. I.C. Bardham, Management Counsellor, BMDC, Chittagong
8. Md. Abdus Samod Chowdhury, Associate Management Counsellor, BMDC
9. Md. Jahirul Alam, Management Counsellor, BMDC
10. M.M. Zaman, BMET Coordinator, BMDC

Appendix 16: List of Participants, BMDC, June 28

Seminar on Employee Compensation Improving,  
Measuring and Rewarding Performance

June 30, 1986 at 3:00 P.M.  
at BCIC Conference Room  
(Fourth Floor)

List of Participants.

BANGLADESH JUTE MILLS CORPORATION

1. Mr. M.A. Khan  
General Manager  
Adamjee Jute Mills Ltd.

BANGLADESH TEXTILE MILLS CORPORATION

2. Al-Haj Akhteruzzaman  
General Manager  
Employees Relations, H.O. Dhaka.

3. Al-Haj Mohd. Anwar Hossain  
General Manager  
Ahmed Bawany Textile Mills Ltd.

4. Mr. S. Moazzem Hossain  
Dy. General Manager  
Monno Textile Mills Ltd.

5. Mr. Mohd. Ishaque  
Chief Accountant  
Head Office, Dhaka.

BANGLADESH SUGAR & FOOD INDUSTRIES CORPORATION

6. Mr. Syed Monzoor Hossain  
Chief of Personnel  
Head Office, Dhaka

7. Mr. S. Harunur Rashid  
Chief Instructor  
Head Office, Dhaka

8. Mr. Abu Hena  
Addl. Chief Employees Relations  
Head Office, Dhaka.

BANGLADESH TOBACCO COMPANY LTD.

9. Mr. Abdus Sobhan Bhuiyan  
Dy. Secretary (Admin)  
Head Office, Dhaka.

BANGLADESH OIL & GAS MINERAL CORPN.

10. Mr. Abdul Jalil Khan  
Chief Manager (Board)  
Head Office, Dhaka

11. Mr. Syed Sayeeduddin Ahmed  
Sr. Manager (Establishment)  
Head Office, Dhaka.

BANGLADESH CHEMICAL IND. CORPORATION

12. Mr. A.M. Habibullah  
Dy. Chief of Personnel(Gr.-I)  
Head Office, Dhaka

13. Mr. M.H. Chowdhury  
Manager (Adm.)  
Eagle Box

14. Mr. Abdur Rahman  
Manager (Adm.)  
BISF, Dhaka

BANGLADESH WATER DEVELOPMENT BOARD

15. Mr. Nazmul Haque  
Dy. Director (Personnel)

BANGLADESH FOREST INDUSTRIES DEV. CORPN.

16. Mr. Muzaffar Hossain  
Dy. Secretary

17. Mr. Mahbulul Alam Chowdhury  
Dy. Secretary

18. Mr. Quazi Shahidullah Ahmed  
Manager (Admin)

BANGLADESH STEEL & ENGG. CORPORATION

19. Mr. S.H. Ahmed  
Addl. Chief Personnel Officer

20. Mr. Mostahur Rahman  
General Manager (Purchase)

21. Mr. Mahbul Alam  
Addl. Chief of Personnel

BANGLADESH INLAND WATER TRANSPORT CORPN.

22. Mr. S.K. Datta  
Dy. Personnel Manager

BANGLADESH PETROLIUM CORPORATION

23. Mr. A.H.M. Abdus Samad Khan  
Dy. General Manager (Estt)

BANGLADESH FILM DEVELOPMENT CORPN.

24. Ms. Hashina Khatun  
Public Relations Officer

W A S A

25. Mr. Mozaffar Hossain  
Dy. Secretary

BANGLADESH PARJATAN CORPORATION

26. Capt. (Rtd.) Abdul Hye

CIVIL AVIATION

27. Mr. Maqsudur Rahman  
Assistant Director

Appendix 17: List of Participants,  
IBA, June 30

: 2 :

BANGLADESH RURAL ELECTRIFICATION BOARD

28. Ms. Matija Begum  
Dy. Secretary (Personnel)

SONALI BANK

29. Mr. Shawkat Ali  
Asstt. General Manager  
Head Office, Dhaka

RUPALI BANK

30. Mr. Quazi Mozhar Ali  
Asstt. General Manager  
Head Office, Dhaka

AGRAHI BANK

31. Mr. Ashrafal Anam  
Dy. General Manager (personnel)  
Head Office, Dhaka

32. Mr. A.S. Ashrafuddin Ahmed  
Asstt. General Manager  
Head Office, Dhaka

BANGLADESH SHILPA BANK

33. Mr. Golam Rabbani  
Dy. General Manager  
Head Office, Dhaka

Also attended by two faculty members from Dhaka University and four faculty members from IBA who were not involved in facilitation of the seminar or the development of the case studies.

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LIST OF PARTICIPANTS  
Executive Development Program  
University of Rajshahi  
July 10, 1986

Rajshahi Sugar Mills

1. Md. Maqsood Ali, Administration Manager
2. Kh. Anwaruzzaman, Sr. Dy. Chief Mech. Engr.
3. Md. Shahabuddin, Dy. Chief Accountant

Sonali Bank

4. Md. Ziaul Islam Anuwasi, Probationary Officer, Rajshahi Branch
5. Md. Abdul Mazid, Probationary Officer, Rajshahi Medical College Hospital Branch

Bangladesh Railways

6. Abdul Uhaleque, Junior Personnel Officer
7. Md. Altaf Hossain, Senior Personnel Officer

Rajshahi Textile Mills

8. Md. Galam Gurwar, Accounts Officer
9. Md. Amir Ali, Dy. Chief Accountant

Janata Bank

10. Md. Shahidul Islam, Manager, Bonbaria Branch, Serajgony

University of Rajshahi

11. Sajal Kumar Mukherjee, Lecturer, Finance and Banking
12. Kismatul Ahsan, Lecturer, Finance and Banking
13. Maqbul Hossain, Professor, Accounting
14. M.A. Mondal, Professor, Accounting
15. A.F.M. Aowsangasab, Lecturer, Management
16. Sk. Matiur Rahman, Lecturer, Marketing
17. Md. Mohsin-ul Islam, Lecturer, Accounting
18. A.C. Saha, Associate Professor, Accounting
19. Md. Shah Alam, Assistant Professor, Accounting
20. Sheikh Md. Ninullah, Assistant Professor, Management
21. Md. Zakir Hossain, Lecturer, Finance and Banking
22. A.B.M. Mahiuddin Khan, Assistant Professor, Management
23. Abu Taher Mollik, Lecturer, Finance and Banking

Appendix 18: List of Participants, University of Rajshahi, July 10

LIST OF PARTICIPANTS  
Executive Development Program  
University of Rajshahi  
July 11, 1986

Rajshahi Sugar Mills

1. Md. Maqsood Ali, Administration Manager
2. Kh. Anwaruzzaman, Sr. Dy. Chief Mech. Engr.
3. Md. Shahabuddin, Dy. Chief Accountant

Sonali Bank

4. Md. Ziaul Islam Anowasi, Probationary Officer, Rajshahi Branch
5. Md. Abdul Mazid, Probationary Officer, Rajshahi Medical College Hospital Branch

Bangladesh Railways

6. M. Eoonus, Senior Welfare Officer

Rajshahi Textile Mills

7. M. Neyamat Ullah, Administrative Officer
8. Md. Jaoyenuddin, Labour Welfare Officer

University of Rajshahi

9. Sajal Kumar Mukherjee, Lecturer, Finance and Banking
10. M.A. Mondal, Professor, Accounting
11. A.F.M. Aowrangasab, Lecturer, Management
12. Md. Mohsin-ul Islam, Lecturer, Accounting
13. A.C. Saha, Associate Professor, Accounting
14. Md. Zakir Hossain, Lecturer, Finance and Banking
15. A.B.M. Mahiuddin Khan, Assistant Professor, Management
16. Abu Taher Mollik, Lecturer, Finance and Banking
17. M. Ameeruz Zaman Khan, Professor, Management
18. A.K.M. Mostafizur Rahman, Assistant Professor, Marketing
19. M. Maklesur Rahman, Assistant Professor, Management

Appendix 19: List of Participants, University of Rajshahi, July 11



LIST OF PARTICIPANTS  
Executive Development Program  
University of Rajshahi  
July 12, 1986

Rajshahi Sugar Mills

1. Md. Maqsood Ali, Administration Manager
2. Kh. Anwaruzzaman, Sr. Dy. Chief Mech. Engr.
3. Md. Shahabuddin, Dy. Chief Accountant

Sonali Bank

4. Md. Shehabuddin, Probationary Officer, Court Building Branch
5. Md. Ziaul Islam Anowasi, Probationary Officer, Rajshahi Branch
6. Md. Abdul Mazid, Probationary Officer, Rajshahi Medical College Hospital Branch

Bangladesh Railways

7. A.H. Talukder, Controller of Stores
8. N.M. Khurshed Anower, Additional Chief Commercial Manager
9. Md. Zamanl Hofue, Assistant General Manager
10. B.A.M.A. Satter, FA and CAO
11. Khurshid Ali, Chief Personnel Officer

Agrani Bank

12. Md. C. Ahmed, Rajshahi University Branch

University of Rajshahi

13. Sajal Kumar Mukherjee, Lecturer, Finance and Banking
14. A.F.M. Aowrangazab, Lecturer, Management
15. A.C. Saha, Associate Professor, Accounting
16. Md. Zakir Hossain, Lecturer, Finance and Banking
17. Abu Taher Mollik, Lecturer, Finance and Banking
18. A.K.M. Mostafizur Rahman, Assistant Professor, Marketing
19. M. Maklesur Rahman, Assistant Professor, Management
20. Md. Shah Alam, Assistant Professor, Accounting
21. Md. Kismatul Ahsan, Lecturer, Finance and Banking
22. Maqbul Hossain, Professor, Accounting
23. Sk. Matiur Rahman, Lecturer, Marketing
24. Md. Abaydur Rahman Pramanik, Accounting
25. Sheikh Md. Ninullah, Assistant Professor, Management

Appendix 20: List of Participants, University of Rajshahi, July 12

LIST OF PARTICIPANTS

70

- |                                    |   |
|------------------------------------|---|
| 1. Prof. Abdul Mannan              | - University of Chittagong                      |
| 2. Dr. M. Loqman                   | - University of Chittagong                      |
| 3. Prof. A.J.M. Nuruddin Chowdhury | - University of Chittagong                      |
| 4. Dr. Md. Fashiul Alam            | - University of Chittagong                      |
| 5. Prof. D.K. Dutta                | - University of Chittagong                      |
| 6. Dr. M. Jahirul Hoque            | - University of Chittagong                      |
| 7. Prof. Fazlul Quadir Chowdhury   | - Chittagong College                            |
| 8. Mr. Mahmood Jan Chowdhury       | - Aftab Automobiles                             |
| 9. Mr. Ihsanul Haq                 | - Burmah Eastern Ltd                            |
| 10. Mr. S. Fazlul Haque            | - Burmah Eastern Ltd                            |
| 11. Mr. Munirul Islam              | - Meghna Petroleum Ltd                          |
| 12. Mr. M. N. Kabir                | - Meghna Petroleum Ltd                          |
| 13. Mr. G.M. Quadir                | - Jamuna Oil Company Ltd                        |
| 14. Mr. G. Kutubuddin              | - Jamuna Oil Company Ltd                        |
| 15. Mr. A.S.M. Bashirul Huq        | - Eastern Refinery Ltd                          |
| 16. Mr. K. Gyasuddin               | - Eastern Refinery Ltd                          |
| 17. Mr. Y. S. Ahmed                | - Standard Asiatic Oil Co. Ltd                  |
| 18. Mr. E. D'Cruxe                 | - Robinsons Bangladesh Ltd                      |
| 19. Mr. A.H. Kabir                 | - Glaxo Bangladesh                              |
| 20. Mr. A.K.M. Shahabuddin         | - Bangladesh Shipping Corporation               |
| 21. Mr. Moyeenul Alam              | - Consumer Economist                            |
| 22. Mr. Nazmul Haque               | - Burmah Eastern Ltd                            |
| 23. Mr. Mainul Ahsan               | - Bakhrabad Gas Systems                         |
| 24. Mr. Syed A.H. Lutful Karim     | - Bangladesh Export Processing Zone Association |
| 25. Prof. M. Nurul Haque           | - Govt. College of Commerce                     |
| 26. Mr. M. A. Zafar                | - Bangladesh Jute Mills Corpn                   |
| 27. Mr. Nurul Islam Howlader       | - DFO Working Plan Divn                         |
| 28. Mr. A.K.M. Ruhul Amin          | - Bangladesh Petroleum Corpn                    |
| 29. Mr. M. Nazrul Islam            | - Bangladesh Gas Fields Co.Ltd                  |
| 30. Dr. Kazi Ahmed Nabi            | - University of Chittagong                      |
| 31. Mr. M. Ghulam Pir              | - Shaw Wallace (Bd) Ltd                         |
| 32. Mr. Manzoor Aly                | - Jamuna Oil Company                            |
| 33. Mr.K.L. Karmaker               | - Jamuna Oil Company                            |
| 34. Mr. A.B. Nag                   | - University of Chittagong.                     |

Appendix 21: List of Participants, Chittagong University, July 15

LIST OF PARTICIPANTS AT THE  
SEMINAR ON  
"RECOVERY ON BANK LOANS : IN SEARCH OF AN ANSWER"  
DHAKA 16TH JULY, 1986

<u>Sl. No.</u>	<u>Name of the participants.</u>	<u>Designation with address</u>
1.	Mr. Ahmad A. Munir	Senior Officer, Credit Administration Department, Arab Bangladesh Bank Ltd., Head Office, Dhaka.
2.	Mr. Mustafa Aminur Rashid	General Manager(Operation), Agrani Bank, Head Office, Dhaka.
3.	Mr. M. Fazlul Karim	Deputy General Manager, General Credit and Recovery Div., Agrani Bank, Head Office, Dhaka.
4.	Mr. Abdul Halim Bhuiyan	Assistant General Manager, Control, Development & Co-Ordination Division, Head Office, Agrani Bank, Dhaka.
5.	Mr. Majedur Rahman	Manager, EUD, Bangladesh Shilpa Bank, Head Office, Dhaka.
6.	Mr. M. A. Hakim	Assistant General Manager, End-Use Department-II, Bangladesh Shilpa Rin Sangstha, Head Office, Dhaka.
7.	Mr. Kh. Raisuddin Ahmed	Member, Bangladesh Jute Mills Association, 2, Dilkusha C.A., Dhaka.
8.	Mr. Syed Mohsen Ali	Member, Bangladesh Jute Mills Association, 2, Dilkusha C.A., Dhaka.
9.	Mr. J. R. Khan	Secretary, Bangladesh Jute Mills Association, 2, Dilkusha C.A., Dhaka.
10.	Mr. Muhammad Abul Qasem	Additional Chief Finance Officer, Bangladesh Textile Mills Corpn., Kawran Bazar, Dhaka.
11.	Mr. M. Gafar Ahmed Chowdhury	General Manager, Agricultural Credit Inspection Department, Head Office, Bangladesh Bank, Dhaka.

cont'd...P/2.

Appendix 22: List of Participants,  
Dhaka University, July 16

= 2 =

<u>S1.</u> <u>No.</u>	<u>Name of the participants.</u>	<u>Designation with address.</u>
12.	Mr. M. Ataul Huq	General Manager, Banking Inspection Department, Bangladesh Bank, Head Office, Dhaka.
13.	Mr. Md. Fazlul Huq	Executive Vice-President, Bengal Carpets Limited, Dhaka.
14.	Mr. Rafiqul Islam Khan	General Manager, Desh Garments Ltd., Dhaka.
15.	Mr. A. K. M. N. Alam	Chairman, The Dhaka Dyeing & Manufacturing Co. Ltd., Dhaka.
16.	Mr. Kazi Atahar Uddin	General Manager, Elite International Ltd., Dhaka.
17.	Mr. M. Mahmood	Director, Erba Limited, Dhaka.
18.	Mr. N. Islam	Finance Manager, Highspeed Shipbuilding & Heavy Engineering Co.Ltd., Dhaka.
19.	Mr. Shamsuddin Ahmed	General Manager(Admn.), Janata Bank,Head Office, Dhaka.
20.	Mr. Mosharraf Hossain	Deputy General Manager, Industrial Credit Division, Janata Bank,Head Office, Dhaka.
21.	Mr. Mosiruddin	Assistant General Manager, Industrial Credit Division, Janata Bank,Head Office, Dhaka.
22.	Mr. Mahbubur Rahman	Assistant General Manager, Industrial Credit Division, Janata Bank,Head Office, Dhaka.
23.	Mr. Aziz Ahmed	Assistant General Manager, Rent Credit Division, Janata Bank,Head Office, Dhaka.
24.	Mr. Maniruzzaman Sarker	Executive Director, Muslin Cotton Mills Ltd., Dhaka.
25.	Mr. Azadur Rahman Khan	Chief Accountant, Modern Industries(B'desh)Ltd., Dhaka.
26.	Mr. Harunar Rashid Khan	Managing Director, Monno Ceramic Industries Ltd., Dhaka.

cont'd....P/3.

= 3 =

<u>S1.</u> <u>No.</u>	<u>Name of the participants.</u>	<u>Designation with address.</u>
27.	Mr. Moazzem Hossain Khan	Deputy Managing Director, Monno Jutex Industries Ltd., Dhaka.
28.	Major Gen. Amjad Khan Chowdhury (Retd.)	Chairman, Rangpur Foundry Limited, Dhaka.
29.	Mr. Md. Mushtaque Ahmed, FCA	Senior Partner, S. F. Ahmed & Co., Dhaka.
30.	Mr. M. S. Huda, ACA	Secretary & Chief Accountant, Specialised Jute Yarn and Twine Manufacturing Co. Ltd., Dhaka.
31.	Mr. A. K. Das	Deputy Chief Accountant, Star Alkaid Jute Mills Ltd., Dhaka.
32.	Mr. Chowdhury Mahfizul Islam	Assistant General Manager, Sonali Bank, Head Office, Dhaka.
33.	Mr. Md. Abdul Mahi	Assistant General Manager, Sonali Bank, Shilpa Ehaban, Dhaka.
34.	Mr. Abdur Rahim	Assistant General Manager, Sonali Bank, Ramna, Dhaka.
35.	Mr. A. K. M. Basit	Assistant General Manager, Sonali Bank, Bangabandhu Avenu, Dhaka.
36.	Mr. S. M. Hasan Imam	Assistant General Manager, Sonali Bank, Narayanganj Region, Dhaka.
37.	Mr. Serajuddin Ahmed	Assistant General Manager, Sonali Bank, Local Office, Dhaka.

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This list does not include faculty members who were in attendance.

LIST OF PARTICIPANTS  
Executive Development Program  
Institute of Business Administration  
July 17, 1986

Bangladesh Steel and Engineering Corporation

1. S.M. Mahboob

BSFIC

2. A.B.M. Rafiqul Hoque
3. M.A. Baten

Bangladesh Textile Mills Corporation

4. Sharfuddin Ahmed
5. N.M. Tareque
6. Abul Hossain Khan

Civil Aviation Authority of Bangladesh

7. Moasusur Rahman

IBA Faculty

8. Golam M. Chowdhury
9. Md. Mahboob-r-Saltar
10. Junaid Khan
11. Reza M. Monem
12. S.M. Ikhtiar Alam
13. Zafrul Karim
14. Mohsein Habib
15. Nazma Hussain
16. Md. Musa
17. Muimul Haq Chowdhury

Appendix 23: List of Participants, IBA, July 17

PARTICIPANT RESPONSE  
to the seminar on (BMDC, June 28, 1986)  
MANAGING PHYSICAL MOVEMENT OF GOODS TO CUSTOMERS  
(n=10; 2 nonrespondents)

	Average Rating															
1. How well were the objectives for the seminar accomplished?	4.1															
<table border="0" style="width: 100%; text-align: center;"> <tr> <td style="border-top: 1px solid black; width: 15%;">Poorly</td> <td style="border-top: 1px solid black; width: 15%;">Below Average</td> <td style="border-top: 1px solid black; width: 15%;">Average <u>3</u></td> <td style="border-top: 1px solid black; width: 15%;">Above Average <u>1</u></td> <td style="border-top: 1px solid black; width: 15%;">Well <u>4</u></td> </tr> </table>	Poorly	Below Average	Average <u>3</u>	Above Average <u>1</u>	Well <u>4</u>											
Poorly	Below Average	Average <u>3</u>	Above Average <u>1</u>	Well <u>4</u>												
2. How important were the objectives for your job as a manager?	3.7															
<table border="0" style="width: 100%; text-align: center;"> <tr> <td style="border-top: 1px solid black; width: 15%;">Unimportant</td> <td style="border-top: 1px solid black; width: 15%;">Slightly Important <u>1</u></td> <td style="border-top: 1px solid black; width: 15%;">Average Importance <u>2</u></td> <td style="border-top: 1px solid black; width: 15%;">Above Average Importance <u>2</u></td> <td style="border-top: 1px solid black; width: 15%;">Very Important <u>2</u></td> </tr> </table> <p>(1 nonrespondent)</p>	Unimportant	Slightly Important <u>1</u>	Average Importance <u>2</u>	Above Average Importance <u>2</u>	Very Important <u>2</u>											
Unimportant	Slightly Important <u>1</u>	Average Importance <u>2</u>	Above Average Importance <u>2</u>	Very Important <u>2</u>												
3. How satisfactory were the presentation methods used?	4.1															
<table border="0" style="width: 100%; text-align: center;"> <tr> <td style="border-top: 1px solid black; width: 15%;">Very Unsatisfactory</td> <td style="border-top: 1px solid black; width: 15%;">Unsatisfactory <u>7</u></td> <td style="border-top: 1px solid black; width: 15%;">Undecided</td> <td style="border-top: 1px solid black; width: 15%;">Satisfactory <u>1</u></td> <td style="border-top: 1px solid black; width: 15%;">Very Satisfactory</td> </tr> </table>	Very Unsatisfactory	Unsatisfactory <u>7</u>	Undecided	Satisfactory <u>1</u>	Very Satisfactory											
Very Unsatisfactory	Unsatisfactory <u>7</u>	Undecided	Satisfactory <u>1</u>	Very Satisfactory												
4. How well did the facilitators/presenters fulfill their roles?	4.2															
<table border="0" style="width: 100%; text-align: center;"> <tr> <td style="border-top: 1px solid black; width: 15%;">McLean:</td> <td style="border-top: 1px solid black; width: 15%;"></td> <td style="border-top: 1px solid black; width: 15%;"><u>2</u></td> <td style="border-top: 1px solid black; width: 15%;"><u>2</u></td> <td style="border-top: 1px solid black; width: 15%;"><u>4</u></td> </tr> <tr> <td></td> <td>Poorly</td> <td>Below Average</td> <td>Average</td> <td>Above Average</td> </tr> <tr> <td style="border-top: 1px solid black; width: 15%;">Salek:</td> <td style="border-top: 1px solid black; width: 15%;"><u>1</u></td> <td style="border-top: 1px solid black; width: 15%;"><u>2</u></td> <td style="border-top: 1px solid black; width: 15%;"><u>3</u></td> <td style="border-top: 1px solid black; width: 15%;"><u>2</u></td> </tr> </table>	McLean:		<u>2</u>	<u>2</u>	<u>4</u>		Poorly	Below Average	Average	Above Average	Salek:	<u>1</u>	<u>2</u>	<u>3</u>	<u>2</u>	3.0
McLean:		<u>2</u>	<u>2</u>	<u>4</u>												
	Poorly	Below Average	Average	Above Average												
Salek:	<u>1</u>	<u>2</u>	<u>3</u>	<u>2</u>												
5. How acceptable were the facilities?	3.6															
<table border="0" style="width: 100%; text-align: center;"> <tr> <td style="border-top: 1px solid black; width: 15%;">Totally Unacceptable</td> <td style="border-top: 1px solid black; width: 15%;">Unacceptable</td> <td style="border-top: 1px solid black; width: 15%;">Average <u>3</u></td> <td style="border-top: 1px solid black; width: 15%;">Acceptable <u>5</u></td> <td style="border-top: 1px solid black; width: 15%;">Totally Acceptable</td> </tr> </table>	Totally Unacceptable	Unacceptable	Average <u>3</u>	Acceptable <u>5</u>	Totally Acceptable											
Totally Unacceptable	Unacceptable	Average <u>3</u>	Acceptable <u>5</u>	Totally Acceptable												
6. What is your overall rating of this seminar?	3.4															
<table border="0" style="width: 100%; text-align: center;"> <tr> <td style="border-top: 1px solid black; width: 15%;">Poor</td> <td style="border-top: 1px solid black; width: 15%;">Below Average</td> <td style="border-top: 1px solid black; width: 15%;">Average <u>5</u></td> <td style="border-top: 1px solid black; width: 15%;">Very Good <u>3</u></td> <td style="border-top: 1px solid black; width: 15%;">Excellent</td> </tr> </table>	Poor	Below Average	Average <u>5</u>	Very Good <u>3</u>	Excellent											
Poor	Below Average	Average <u>5</u>	Very Good <u>3</u>	Excellent												
7. What did you like best about the seminar?																
<ul style="list-style-type: none"> <li>.Use of Cases - 5</li> <li>Discussion - 3</li> <li>Nominal Group Technique - 1</li> <li>McLean - 1</li> </ul>																
8. What about the seminar needs improvement?																
<ul style="list-style-type: none"> <li>More participants - 1</li> <li>More executives - 1</li> <li>More data - 1</li> <li>More lively lecture - 1</li> <li>More time - 1</li> <li>Earlier arrangements - 1</li> </ul>																

9. From the list below, check those topics that are of interest to you for future executive development seminars:

n	%	
2	25	Employee Motivation
2	25	Management Motivation
5	62	Managerial Decision-Making
1	12	Employee Performance Appraisals
1	12	Employee Compensation and Benefits
3	37	Strategic Planning
2	25	Job Planning
1	12	Supervision
		Team Building
		Advertising
3	37	Sales Management
1	12	Distribution
		Working with the Government
		Delegation
1	12	Training of Subordinates
3	37	Quality Control
1	12	Management Information Systems
1	12	Microcomputers
1	12	Organization Development (Mission Statement, Organization Philosophy and Objectives, Individual Job Descriptions and Objectives, etc.)

Add others in which you would be interested: (1 response for each)

Production Manufacturing  
 Planning Cash Requirements  
 Managing Working Capital  
 Finance for Non-Finance Executives  
 Entrepreneurship Development  
 Rules and Regulations in Semi-Government Organizations.

Please provide any other comments about this seminar or about executive development in general.

Very Good - 2  
 Great Potential - 1  
 OK - 1  
 I like this type of seminar - 1



Appendix 25  
 PARTICIPANT RESPONSE  
 TO THE SEMINAR ON  
 EMPLOYEE COMPENSATION (IBA, June 30, 1986)  
 (n=34; 2 nonrespondents)

77

No  
 Response

Average  
 Rating

1.	How well were objectives for the seminar accomplished ?					
	9	15	8			
	Poorly	Below Average	Average	Above Average	Well	4.0

2.	How important were the objectives for your job as a manager ?					
	1	3	11	17		4.3
	Unimportant	Slightly Important	Average Importance	Above Average Importance	Very Important	

3.	How satisfactory were the presentation methods used ?					
	2	29	1		4.0	
	Very Unsatisfactory	Unsatisfactory	Undecided	Satisfactory	Very Satisfactory	

4.	How well did the facilitators/presenters fulfill their roles ?					
McLean:	3	7	22		4.6	
	Poorly	Below Average	Average	Above Average	Well	

5	Karim:	5	9	13	4.3
---	--------	---	---	----	-----

5.	How acceptable were the facilities ?					
	4	27	1		3.9	
	Totally Unacceptable	Unacceptable	Average	Acceptable	Totally Acceptable	

6.	What is your overall rating of this seminar ?					
	9	23			3.7	
	Poor	Below Average	Average	Very good	Excellent	

7. What did you like best about the seminar ?
- |                  |                  |                        |                            |
|------------------|------------------|------------------------|----------------------------|
| Discussion - 13  | M. Ahmad - 2     | Practical Approach - 1 | Participant Commitment - 1 |
| Case Studies - 9 | Methods Used - 2 | Variety of Topics - 1  |                            |
| Facilitators - 2 | Team Work - 1    | Participant Range - 1  | 1                          |

8. What about the seminar needs improvement ?
- |                    |  |   |
|--------------------|--|---|
| Refreshments - 3   | Broader Participation - 2                    | Use Projector - 1                                     |
| Earlier in Day - 3 | Provide Dinner - 1                           | More Training Aids - 1                                |
| More Summary - 2   | Less Time (3 hr.) - 1                        | More Practical Problem - 1                            |
| More Time - 2      | Improved Facilities - 1                      | Better Venue - 1                                      |
| More Cases - 2     | More Breaks - 1                              | Fewer Participants - 1                                |
| More faculty - 2   | Prayer Break - 1                             | Recognize Constraints in<br>Simpler Working Paper - 1 |
|                    | Organizations - 1                            | More Help in Doing Case Studies - 1                   |
|                    | Participants from One Organization Only - 1  | Broader Perspective in Problems - 1                   |
|                    | Prefer Regular Routine for Such Seminars - 1 |   |

9. From the list below, check those topics that are of interest to you for future executive development seminars:

n	%	
18	56	Employee Motivation
14	44	Management Motivation
27	84	Managerial Decision-Making
19	59	Employee Performance Appraisals
21	66	Employee Compensation and Benefits
3	9	Strategic Planning
17	53	Job Planning
9	28	Supervision
17	53	Team Building
1	3	Advertising
3	9	Sales Management
1	3	Distribution
2	6	Working with the Government
9	28	Delegation
17	53	Training of Subordinates
6	19	Quality Control
17	53	Management Information Systems
2	6	Microcomputers
17	22	Organization Development (Mission Statement, Organization Philosophy and Objectives, Individual Job Descriptions and Objectives, etc.)

Add others in which you would be interested: (1 response for each)

Industrial Relations

Career Planning and Development

Employee-Employer Relations in Nationalized Enterprises

Overcoming Environmental Factors Affecting Decision-Making Process

Please provide any other comments about this seminar or about executive

development in general. (1 response for each)

Continued academic/management interaction needed to solve the real problems of the country

Well organised

Use CONCOPE and its members to cultivate management culture and development

PARTICIPANT RESPONSE  
to the seminar on  
PAY AND BENEFITS

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University of Rajshahi, July 10, 1986  
(n=23; totals in parentheses reflect faculty responses)

Indicate your designation:	<u>10</u>	<u>13</u>			No	Average
	Management	Faculty			Response	Ranking
1. How well were the objectives for the seminar accomplished?	<u>        </u>	<u>        </u>	<u>(1)</u>	<u>(2)</u>	<u>10 (10)</u>	4.82
	Poorly	Below Average	Average	Above Average	Well	
2. How important were the objectives for your job as an executive?	<u>(1)</u>	<u>        </u>	<u>(2)</u>	<u>2 (1)</u>	<u>8 (9)</u>	4.52
	Unimportant	Slightly Important	Average Importance	Above Average Importance	Very Important	
3. How satisfactory were the presentation methods used?	<u>        </u>	<u>        </u>	<u>        </u>	<u>6 (9)</u>	<u>4 (4)</u>	4.35
	Very Unsatisfactory	Unsatisfactory	Undecided	Satisfactory	Very Satisfactory	
4. How well did the facilitators/presenters fulfill their roles?	<u>        </u>	<u>        </u>	<u>        </u>	<u>1 (1)</u>	<u>9 (10)</u>	(2) 4.90
McLean:	Poorly	Below Average	Average	Above Average	Well	
Khan:	<u>        </u>	<u>        </u>	<u>        </u>	<u>1 (3)</u>	<u>9 (8)</u>	(2) 4.81
5. How acceptable were the facilities?	<u>        </u>	<u>        </u>	<u>        </u>	<u>10 (12)</u>	<u>(1)</u>	4.04
	Totally Unacceptable	Unacceptable	Average	Acceptable	Totally Acceptable	
6. What is your overall rating of this seminar?	<u>        </u>	<u>        </u>	<u>1 (1)</u>	<u>9 (8)</u>	<u>(4)</u>	4.09
	Poor	Below Average	Average	Very Good	Excellent	
7. What did you like best about the seminar?	Large Group Discussion - 3 (5)      Hospitality - 1 Case Study - 2 (3)                      Systematic Analysis - 1 Lecture - 1 (1)                              Bangladesh Setting - (1) Everything - 1 (1)                              Joint Academia/Business - (1)					
8. What about the seminar needs improvement?	More Time - 2 (3)                      Maintain Scheduled Time - (1) Orderly Participant Conduct - (2)      Final Conclusion - (1) More Organizations Participating - (2)      Distribute Paper - (1) More Discussion - 1      More Time for Case, Less for Presentation - (1) Use Overhead - (1)      Improve Presentation - (1)      Use Decorations - (1) Improve Seating Arrangement - (1)      More Practical Presentation - (1)					

9. (Answer this question only if you have not answered it in an earlier seminar.) From the list below, check those topics that are of interest to you for future executive development seminars: 80

- 3 (5) Employee Motivation
- 5 (3) Management Motivation
- 5 (9) Managerial Decision-Making
- 1 (3) Employee Performance Appraisals
- 3 (2) Employee Pay and Benefits
- (7) Strategic Planning
- 3 (1) Job Planning
- (4) Supervision
- (1) Team Building
- (1) Advertising
- 1 (3) Sales Management
- 1 (1) Distribution
- (3) Working with the Government
- (3) Delegation
- 2 (1) Training of Subordinates
- 2 (6) Quality Control
- 5 (6) Employee-Employer Relations
- 5 (7) Management Information Systems
- 1 (3) Microcomputers
- 2 (2) Accounting for Non-Accounting Executives
- 3 (5) Cost Accounting
- 5 (8) Inventory Control
- 4 (2) Organization Development (Mission Statement, Organization Philosophy and Objectives, Individual Job Descriptions and Objectives, etc.)

Add others in which you would be interested:

- Discipline - 1
- Finance and Banking for Development - (1)
- Financial Control - (2)
- Financial Evaluation Techniques - (1)

Please provide any other comments about this seminar or about executive development in general.

- Hold more seminars like this - 1 (3)
- Looking forward to next two days - 1
- Presentation and overall arrangements by McLean excellent - (1)
- Very beneficial - (1)
- Very important seminar - (1)
- We need to develop more cases - (1)

PARTICIPANT RESPONSE  
to the seminar on  
EMPLOYEE MOTIVATION  
University of Rajshahi, July 11, 1986  
(n=19; totals in parentheses reflect faculty responses)

Indicate your designation:	<u>8</u> Management	<u>11</u> Faculty	No Response	Average Ranking		
1. How well were the objectives for the seminar accomplished?	<u>1</u> Poorly	<u>1</u> (2) Below Average	<u>6</u> (9) Above Average	<u>6</u> (9) Well	4.74	
2. How important were the objectives for your job as an executive?	<u>2</u> Unimportant	<u>2</u> (3) Slightly Important	<u>6</u> (6) Average Importance	<u>6</u> (6) Above Average Importance	<u>6</u> (6) Very Imporant	4.53
3. How satisfactory were the presentation methods used?	<u>4</u> (2) Very Unsatisfactory	<u>4</u> (2) Unsatisfactory	<u>4</u> (9) Undecided	<u>4</u> (2) Satisfactory	<u>4</u> (2) Very Satisfactory	4.32
4. How well did the facilitators/presenters fulfill their roles?						
McLean:	<u>1</u> Poorly	<u>1</u> (1) Below Average	<u>5</u> (9) Above Average	<u>5</u> (9) Well	(3) 4.88	
Hossain:		<u>1</u> (3)		<u>4</u> (2) <u>3</u> (6)	4.38	
5. How acceptable were the facilities?	<u>1</u> Totally Unacceptable	<u>2</u> Unacceptable	<u>6</u> (5) Neutral	<u>6</u> (5) Acceptable	<u>1</u> (1) <u>1</u> (3) Totally Acceptable	4.12
6. What is your overall rating of this seminar?	<u>2</u> Poor	<u>2</u> (1) Below Average	<u>3</u> (7) Average	<u>3</u> (3) Very Good	<u>3</u> (3) Excellent	4.16
7. What did you like best about the seminar?	Large Group Discussion - 1 (3)      Discipline - 1 Case Studies - 2 (1)      Systematic Discussion - 1 McLean's Presentation Style - (2)      Bangladesh Setting - 1 Hossain's Presentation - (1)					
8. What about the seminar needs improvement?	More Discussion - 2 (2) More Organizations Participating - (3)      Distribute Paper - 1 (1) Use More Cases - (2)      More Time - 1      Use Audio-Visual Aids - (1) Need Microphone - (1)      Use Charts - (1)      Cover Tables - (1) Less Discussion - (1)      More Discipline - (1)      Use Expert to Lecture - (1)					

9. (Answer this question only if you have not answered it in an earlier seminar.) From the list below, check those topics that are of interest to you for future executive development seminars:

- 1 (1) Did Not Respond
- 3 (2) Employee Motivation
- 2 (4) Management Motivation
- 1 (6) Managerial Decision-Making
- 1 (2) Employee Performance Appraisals
- 1 (2) Employee Pay and Benefits
- \_\_\_ (3) Strategic Planning
- 1 (1) Job Planning
- 3 (4) Supervision
- \_\_\_ Team Building
- \_\_\_ (1) Advertising
- \_\_\_ (2) Sales Management
- \_\_\_ (1) Distribution
- 1 \_\_\_ Working with the Government
- \_\_\_ Delegation
- 1 (2) Training of Subordinates
- 2 (1) Quality Control
- 4 (1) Employee-Employer Relations
- \_\_\_ (4) Management Information Systems
- \_\_\_ (1) Microcomputers
- \_\_\_ (2) Accounting for Non-Accounting Executives
- 1 (2) Cost Accounting
- 2 (3) Inventory Control
- \_\_\_ (2) Organization Development (Mission Statement, Organization Philosophy and Objectives, Individual Job Descriptions and Objectives, etc.)

Add others in which you would be interested:

Financial Management - (2)

Please provide any other comments about this seminar or about executive development in general.

- Hold more seminars like this - (1)
- Very Good - 1
- Very Excellent - (1)
- Prof. McLean's hard work is very much appreciated - (1)



PARTICIPANT RESPONSE 83  
to the seminar on  
EMPLOYEE-EMPLOYER RELATIONS  
University of Rajshahi, July 12, 1986  
(n=25; 3 nonrespondents; totals in parentheses reflect faculty responses)

Indicate your designation:	<u>12</u>	<u>10</u>			No	Average
	Management	Faculty			Response	Ranking
1. How well were the objectives for the seminar accomplished?	<u>1</u>	<u>1</u>	<u>2</u>	<u>10</u>	(8)	4.77
	Poorly	Below Average	Average	Above Average	Well	
2. How important were the objectives for your job as an executive?	<u>1</u>	<u>1</u>	<u>2</u>	<u>10</u>	(6)	4.59
	Unimportant	Slightly Important	Average Importance	Above Average Importance	Very Important	
3. How satisfactory were the presentation methods used?	<u>7</u>	<u>5</u>			(5)	4.45
	Very Unsatisfactory	Unsatisfactory	Undecided	Satisfactory	Very Satisfactory	
4. How well did the facilitators/presenters fulfill their roles?	<u>1</u>	<u>1</u>			(10)	4.77
McLean:	Poorly	Below Average	Average	Above Average	Well	
Mondal:	<u>1</u>	<u>1</u>			(4)	4.50
					(5)	
5. How acceptable were the facilities?	<u>10</u>	<u>2</u>			(9)	4.14
	Totally Unacceptable	Unacceptable	Neutral	Acceptable	Totally Acceptable	
6. What is your overall rating of this seminar?	<u>1</u>	<u>8</u>	<u>1</u>	<u>3</u>	(1)	4.23
	Poor	Below Average	Average	Very Good	Excellent	
7. What did you like best about the seminar?	Discussion - 5 (3)    Conclusion - 1    Small Groups - 1    Challenging - 1					
	Mondal's Presentation - 2 (3)    McLean's Comments - 1					
	Case Studies - 3    Wide Participation - 1    Bangladesh Setting - 1					
	Fellowship - 2					
8. What about the seminar needs improvement?	More Time - 3 (3)    Use Visual Aids - (1)					
	More Participant Involvement - 2 (2)    More Elaborate - 1					
	Distribute Presentation - 2    Use Experts to Present - (1)					
	Use More Cases - 1 (1)					
	Provide Participants with Certificates - 1					

9. (Answer this question only if you have not answered it in an earlier seminar.) From the list below, check those topics that are of interest to you for future executive development seminars: 84

- 1 (3) Did Not Respond
- 8 (3) Employee Motivation
- 5 (3) Management Motivation
- 7 (2) Managerial Decision-Making
- 3 (2) Employee Performance Appraisals
- 3 (2) Employee Pay and Benefits
- 2 (4) Strategic Planning
- 5 \_\_\_ Job Planning
- 4 (1) Supervision
- 2 (1) Team Building
- 2 (3) Advertising
- 3 (2) Sales Management
- 1 (1) Distribution
- 1 \_\_\_ Working with the Government
- 2 (1) Delegation
- 3 (2) Training of Subordinates
- 5 (4) Quality Control
- 4 (2) Employee-Employer Relations
- 7 (3) Management Information Systems
- \_\_\_ (1) Microcomputers
- 1 \_\_\_ Accounting for Non-Accounting Executives
- 1 (3) Cost Accounting
- 4 (4) Inventory Control
- 3 (2) Organization Development (Mission Statement, Organization Philosophy and Objectives, Individual Job Descriptions and Objectives, etc.)

Add others in which you would be interested:

- Audio-Visual Techniques of Training - 1
- Financial Management - (2)

Please provide any other comments about this seminar or about executive development in general.

- Hold more seminars like this periodically - 2
- Hold more seminars like this regularly - 1
- Very Good - (1)
- Good - 1
- Repeat with different topics - 3



Evaluation Sheet

University of Chittagong, July 15, 1986  
Employee Compensation Policy in Bangladesh

(Respondents=20; Participants=34)

15.7.86

		Average Ranking	
1. Quality of Key Note Paper (Please tick one)	: Excellent	<input type="checkbox"/>	
	Good	<input type="checkbox"/>	2.60
	Satisfactory	<input type="checkbox"/>	
	Not Satisfactory	<input type="checkbox"/>	
2. Quality of Case :			
No.1 :	: Excellent	<input type="checkbox"/>	
	Good	<input type="checkbox"/>	3.05
	Satisfactory	<input type="checkbox"/>	
	Not Satisfactory	<input type="checkbox"/>	
3. Quality of Case :			
No.2 :	: Excellent	<input type="checkbox"/>	
	Good	<input type="checkbox"/>	2.15
	Satisfactory	<input type="checkbox"/>	
	Not Satisfactory	<input type="checkbox"/>	
4. Quality of Classroom Discussion	: Excellent	<input type="checkbox"/>	
	Good	<input type="checkbox"/>	3.15
	Satisfactory	<input type="checkbox"/>	
	Not Satisfactory	<input type="checkbox"/>	
5. Learning Experience Through Working in group	: Excellent	<input type="checkbox"/>	
	Good	<input type="checkbox"/>	3.55
	Satisfactory	<input type="checkbox"/>	
	Not Satisfactory	<input type="checkbox"/>	

6. Do you think similar seminars should be held in future : Yes  20  
 No

7. If yes please suggest three topics (All topics without a following number on which you would like the seminars received one response.)  
 to be held :

Productivity - 3 Export Marketing Diffusion of Violent/Agressive Trade Unions  
 Wages & Compensation - 3 Development of Personnel Managers Human Asset Acctg.  
 Management Info Systems - 2 Employee Recruitment Causes of Mismanagement  
 Collective Bargaining - 2 Inventory Management Production Management Labour  
 Management Practices in Bangaldesh - 2 Decision-Making Cash Management Laws  
 Employment Communications - 2 Participative Management Shipping Management  
 Production Performance Budgetary Control Environment for Entrepreneurship  
 8. Overall Management of the Seminar : Excellent  9

Case Writing Project Evaluation Rationing System Good  9  
 Educated Unemployed in-Bangladesh Industrial Relations 3.35  
 Managerial Remuneration Management Autonomy Cost Reduction  2  
 Relationship between Corp. & Enterprise in Public Sector Satisfactory  2  
 Time Management Management-Labour Relations  
 Efficiency of Women Workers Executive Development Prog. Not Satisfactory   
 Presentation and Preparation of Annual Accounts  
 Independence of Auditors Internal Check System for Wage Payments

9. Facilities provided including catering : Excellent  11  
 Good  8  
 Satisfactory  1 3.50  
 Not Satisfactory

10. Further Comments if any : (Items without a number following received one response.)

More discussion - 4  
 More than one day - 2  
 Enjoyed very much - 2  
 More collaboration needed between academia and industry  
 Repeat seminars like this every three months  
 Nice to get to know other managers  
 Broader involvement of managers needed  
 Very enriching  
 Extend seminar to mid-management  
 Enjoyed the discussions very much

## Appendix 30

PARTICIPANT RESPONSE  
to the seminar on  
RECOVERY OF BANK LOANS: IN SEARCH OF AN ANSWER  
Dhaka University, July 16, 1986  
(n=35; 9 nonrespondents)

	No	Average																					
	Response	Ranking																					
1. How well were the objectives for the seminar accomplished?		4.46																					
<table style="width: 100%; border: none;"> <tr> <td style="text-align: center;"><u>        </u></td> <td style="text-align: center;"><u>        </u></td> <td style="text-align: center;"><u>        </u></td> <td style="text-align: center;"><u>        </u></td> <td style="text-align: center;"><u>        </u></td> <td></td> </tr> <tr> <td style="text-align: center;">Poorly</td> <td style="text-align: center;">Below</td> <td style="text-align: center;">Average</td> <td style="text-align: center;">Above</td> <td style="text-align: center;">Well</td> <td></td> </tr> <tr> <td></td> <td style="text-align: center;">Average</td> <td></td> <td style="text-align: center;">Average</td> <td></td> <td></td> </tr> </table>	<u>        </u>	<u>        </u>	<u>        </u>	<u>        </u>	<u>        </u>		Poorly	Below	Average	Above	Well			Average		Average							
<u>        </u>	<u>        </u>	<u>        </u>	<u>        </u>	<u>        </u>																			
Poorly	Below	Average	Above	Well																			
	Average		Average																				
2. How important were the objectives for your job as a manager/executive?		4.48																					
<table style="width: 100%; border: none;"> <tr> <td style="text-align: center;"><u>        </u></td> <td style="text-align: center;"><u>        </u></td> <td style="text-align: center;"><u>        </u></td> <td style="text-align: center;"><u>        </u></td> <td style="text-align: center;"><u>        </u></td> <td style="text-align: center;">1</td> <td></td> </tr> <tr> <td style="text-align: center;">Unimportant</td> <td style="text-align: center;">Slightly</td> <td style="text-align: center;">Average</td> <td style="text-align: center;">Above Average</td> <td style="text-align: center;">Very</td> <td></td> <td></td> </tr> <tr> <td></td> <td style="text-align: center;">Important</td> <td style="text-align: center;">Importance</td> <td style="text-align: center;">Importance</td> <td style="text-align: center;">Important</td> <td></td> <td></td> </tr> </table>	<u>        </u>	<u>        </u>	<u>        </u>	<u>        </u>	<u>        </u>	1		Unimportant	Slightly	Average	Above Average	Very				Important	Importance	Importance	Important				
<u>        </u>	<u>        </u>	<u>        </u>	<u>        </u>	<u>        </u>	1																		
Unimportant	Slightly	Average	Above Average	Very																			
	Important	Importance	Importance	Important																			
3. How satisfactory were the presentation methods used?		4.27																					
<table style="width: 100%; border: none;"> <tr> <td style="text-align: center;"><u>        </u></td> <td style="text-align: center;"><u>        </u></td> <td style="text-align: center;"><u>        </u></td> <td style="text-align: center;"><u>        </u></td> <td style="text-align: center;"><u>        </u></td> <td style="text-align: center;"><u>        </u></td> <td></td> </tr> <tr> <td style="text-align: center;">Very</td> <td style="text-align: center;">Unsatisfactory</td> <td style="text-align: center;">Undecided</td> <td style="text-align: center;">Satisfactory</td> <td style="text-align: center;">Very</td> <td></td> <td></td> </tr> <tr> <td style="text-align: center;">Unsatisfactory</td> <td></td> <td></td> <td></td> <td style="text-align: center;">Satisfactory</td> <td></td> <td></td> </tr> </table>	<u>        </u>	<u>        </u>	<u>        </u>	<u>        </u>	<u>        </u>	<u>        </u>		Very	Unsatisfactory	Undecided	Satisfactory	Very			Unsatisfactory				Satisfactory				
<u>        </u>	<u>        </u>	<u>        </u>	<u>        </u>	<u>        </u>	<u>        </u>																		
Very	Unsatisfactory	Undecided	Satisfactory	Very																			
Unsatisfactory				Satisfactory																			
4. How well did the facilitators/presenters fulfill their roles?		4.81																					
McLean:	<u>        </u>	<u>        </u>	<u>        </u>	<u>        </u>	<u>        </u>																		
	Poorly	Below	Average	Above	Well																		
		Average		Average																			
Khan:	<u>        </u>	<u>        </u>	<u>        </u>	<u>        </u>	<u>        </u>																		
	1	1	1	4	19																		
Siddique:	<u>        </u>	<u>        </u>	<u>        </u>	<u>        </u>	<u>        </u>																		
			4	7	15																		
Bhowmik:	<u>        </u>	<u>        </u>	<u>        </u>	<u>        </u>	<u>        </u>																		
		1	3	6	14																		
5. How acceptable were the facilities?		4.08																					
<table style="width: 100%; border: none;"> <tr> <td style="text-align: center;"><u>        </u></td> <td style="text-align: center;"><u>        </u></td> <td style="text-align: center;"><u>        </u></td> <td style="text-align: center;"><u>        </u></td> <td style="text-align: center;"><u>        </u></td> <td></td> </tr> <tr> <td style="text-align: center;">Totally</td> <td style="text-align: center;">Unacceptable</td> <td style="text-align: center;">Average</td> <td style="text-align: center;">Acceptable</td> <td style="text-align: center;">Totally</td> <td></td> </tr> <tr> <td style="text-align: center;">Unacceptable</td> <td></td> <td></td> <td></td> <td style="text-align: center;">Acceptable</td> <td></td> </tr> </table>	<u>        </u>	<u>        </u>	<u>        </u>	<u>        </u>	<u>        </u>		Totally	Unacceptable	Average	Acceptable	Totally		Unacceptable				Acceptable						
<u>        </u>	<u>        </u>	<u>        </u>	<u>        </u>	<u>        </u>																			
Totally	Unacceptable	Average	Acceptable	Totally																			
Unacceptable				Acceptable																			
6. What is your overall rating of this seminar?		4.00																					
<table style="width: 100%; border: none;"> <tr> <td style="text-align: center;"><u>        </u></td> <td style="text-align: center;"><u>        </u></td> <td style="text-align: center;"><u>        </u></td> <td style="text-align: center;"><u>        </u></td> <td style="text-align: center;"><u>        </u></td> <td></td> </tr> <tr> <td style="text-align: center;">Poor</td> <td style="text-align: center;">Below</td> <td style="text-align: center;">Average</td> <td style="text-align: center;">Very</td> <td style="text-align: center;">Excellent</td> <td></td> </tr> <tr> <td></td> <td style="text-align: center;">Average</td> <td></td> <td style="text-align: center;">Good</td> <td></td> <td></td> </tr> </table>	<u>        </u>	<u>        </u>	<u>        </u>	<u>        </u>	<u>        </u>		Poor	Below	Average	Very	Excellent			Average		Good							
<u>        </u>	<u>        </u>	<u>        </u>	<u>        </u>	<u>        </u>																			
Poor	Below	Average	Very	Excellent																			
	Average		Good																				
7. What did you like best about the seminar?																							
Discussion - 7	Presentation - 2	Policy Issues - 1																					
Case Studies - 7	Brainstorming - 1	Speech by H. Khan - 1																					
Small Groups - 3	McLean - 1	Mutual Understanding - 1																					
Enthusiasm - 2	Environment - 1	Methods - 1																					

## 8. What about the seminar needs improvement?

More Time - 10    Have Executives Present - 1    More Discussion - 1  
 Broader Range of Organizations - 2    More Elaborate Discussion - 1  
 Distribute Papers - 1    Participants will do better next time with this  
 More Emphasis on Policy Issues - 1    experience - 1    More Interaction - 1  
 More Case Studies - 1    Evaluation of Responses by Facilitators - 1  
 Quality of Participants - 1    Read Cases Beforehand - 1

9. Preference for Proposed Executive Development Programs

3	Did Not Respond	6	Management & Export Marketing
5	Employee Motivation	4	Labour-Management Relations
5	Management Motivation	0	Corporate Tax Accounting
11	Managerial Decision-Making	4	Cost Control
2	Employee Performance Appraisals	4	Accounting as a Mgmt. Aid
1	Employee Compensation and Benefits	5	Financial Statement Interpretation
5	Strategic Planning	11	Bank Loan Management
4	Job Planning	5	Management of Institutional Borrowings
4	Supervision	5	Portfolio Management
3	Team Building	10	Working Capital Management
0	Advertising	3	Cash Management
2	Sales Management	5	Liquidity Management
0	Distribution	13	Project Appraisal
4	Working with the Government	4	Rural Banking
2	Delegation	0	Finance for Non-Finance Executives
3	Training of Subordinates	5	Financial Control
4	Quality Control	7	Financial Management
8	Management Information Systems	2	Business Forecasting
3	Microcomputers		
7	Organization Development		
12	Recovery of Bank Loans		

Add others in which you would be interested:

Foreign Loans for Development - 1

Please provide any other comments about this seminar or about executive development in general.

Have more - 2

Excellent - 2

Discussions were very effective - 1

PARTICIPANT RESPONSE  
to the seminar on  
EMPLOYEE COMPENSATION  
IBA, July 17, 1986

(n=17; 6 nonrespondents; totals in parentheses reflect faculty responses)

Indicate your designation:	<u>7</u>	Management	<u>4</u>	Faculty	No Response	Average Ranking
1. How well were the objectives for the seminar accomplished?	<u>        </u>	<u>(1)</u>	<u>(2)</u>	<u>3</u>	<u>4</u>	(1) 4.00
	Poorly	Below Average	Average	Above Average	Well	
2. How important were the objectives for your job as an executive?	<u>        </u>	<u>        </u>	<u>1</u>	<u>1 (1)</u>	<u>5</u>	(3) 4.38
	Unimportant	Slightly Important	Average Importance	Above Average Importance	Very Important	
3. How satisfactory were the presentation methods used?	<u>        </u>	<u>(1)</u>	<u>(1)</u>	<u>6 (2)</u>	<u>1</u>	3.82
	Very Unsatisfactory	Unsatisfactory	Undecided	Satisfactory	Very Satisfactory	
4. How well did the facilitators/presenters fulfill their roles?	<u>        </u>	<u>        </u>	<u>(3)</u>	<u>2 (1)</u>	<u>5</u>	4.18
	McLean: Poorly	Below Average	Average	Above Average	Well	
5. How acceptable were the facilities?	<u>        </u>	<u>        </u>	<u>3 (2)</u>	<u>3 (1)</u>	<u>1 (1)</u>	3.44
	Totally Unacceptable	Unacceptable	Average	Acceptable	Totally Acceptable	
6. What is your overall rating of this seminar?	<u>        </u>	<u>(2)</u>	<u>(2)</u>	<u>6</u>	<u>1</u>	3.55
	Poor	Below Average	Average	Very Good	Excellent	
7. What did you like best about the seminar?						
	Discussion - 3		Exploration of Employee Benefits - 1			
	Participation - 2 (2)		Case Studies - 1			
	Industrial Participation - 1					
	McLean's Leadership - 1					
8. What about the seminar needs improvement?						
	More Participants - 2 (2)		Two-Three Days - 1			
	More Time - 2		Brief Presentation Prior to Cases - 1			
	Earlier in the Day - 2		More Details - 1			
	More Organizations Involved - 2		Facilities - (1)			

9. (Answer this question only if you have not answered it in an earlier seminar.) From the list below, check those topics that are of interest to you for future executive development seminars:

- 6      Employee Motivation
- 2 (3) Management Motivation
- 5 (3) Managerial Decision-Making
- 3 (1) Employee Performance Appraisals
- 5      Employee Compensation and Benefits
- 2 (2) Strategic Planning
- 4 (1) Job Planning
- 1      Supervision
- 4 (2) Team Building
- 2 (1) Advertising
- 2      Sales Management
- 1      Distribution
- (1) Working with the Government
- 4 (1) Delegation
- 6 (1) Training of Subordinates
- 2 (3) Quality Control
- 3 (2) Management Information Systems
- 1 (3) Microcomputers
- 4 (1) Organization Development (Mission Statement, Organization Philosophy and Objectives, Individual Job Descriptions and Objectives, etc.)

Add others in which you would be interested:

Please provide any other comments about this seminar or about executive development in general.

## Appendix 32

Workshop on Writing a Case Study  
Presentation Notes

1. What is a case?  
"A case is a description of a real problem situation that stops short of analysis and decision-making and for which several feasible solutions are available."
2. How does an instructional case differ from a research case and a problem?  
A PROBLEM has a specific answer that is expected from the students. Its purpose is to identify specific knowledge and understanding.  
A RESEARCH CASE provides analysis, conclusions, and recommendations. Its purposes are to: identify new principles; solve specific problems; illustrate specific principles; encourage students to critique analysis processes used; and to illustrate the analysis process.  
A TEACHING CASE is defined in No. 1, above. Its purposes are to: develop analysis skills; develop decision making skills; experience ambiguity of real world; develop communication skills (in presenting conclusions and recommendations); develop team work (when syndicate or small groups are used); and to illustrate appropriate principles inductively (when presented before the applicable theoretical principles have been given).
3. How do you start? (Refer to F. Karim's Appendix 2)
4. How do you gather information? (Refer to F. Karim's Appendix 3)  
Think about objectives and what you need to present.  
Refer to McLean (1985a, p. 20)  
Identify a problem and have participants write appropriate interview questions  
Review the questions  
Revisiting organization for revision purposes
5. How do you write a case study proposal for BMET funding?
  - a. Case writer's name and designation
  - b. Instructional Objectives (usually in a narrow subject area)
  - c. Organization, specific contact in that organization, and whether permission for participation and publication of case has been obtained
  - d. Brief (1 paragraph) description of the situation
  - e. List of questions to be asked in the interview
  - f. Time lines
  - g. Budget
6. Review a case from McLean (1985a); critique and determine if there are any questions

ANNEXURE - IIHOW TO INITIATE THE WRITING OF A CASE

STEPS	ACTIVITIES	OUTPUT
1.	Seek a cooperating organization and manager	Much information on situations.
2.	Open initial short discussions with concerned managers and draw out a plan including consent on publishing the case	Timely completion of the case and its subsequent release
3.	Gather data	Basis of the case
4.	Introduce a cut off point when decision is to be made and explain urgency	Closing of the case and highlighting the problem
5.	Disguise the organization	Maintenance of goodwill.

(Prepared by Fazlul Karim, Faculty Chairman Executive Development Programmes, Institute of Business Administration, University of Dhaka )



## Annexure - III

DATA GATHERING SEQUENCE  
FOR WRITING THE CASE

- \* What happened?
- \* To whom did it happen?
- \* When did it happen?
- \* Where did it happen?
- \* What decisions were taken?
- \* How were the decisions taken?
- \* Why was it taken?

(Prepared by Fazlul Karim, lFaculty and Chairman,  
Executive Development Programme, IBA, Dhaka University)

USING CASE STUDIES IN THE BUSINESS CLASS  
Gary N. McLean, Professor, University of Minnesota, USA  
June 29, 1986

**DEFINITION:** A case study is a description of a real problem situation that stops short of analysis and decision-making and for which several feasible solutions are available.

**OBJECTIVES:** To develop analysis skills  
To illustrate appropriate principles inductively  
To develop communication skills  
To experience ambiguity of real world  
To develop team work  
To develop decision making skills

**WHY CASES ARE USED:** Better transfer to the job  
Knowledge acquired lasts longer  
More interesting to students and instructors  
Facilitates academia/business world interaction  
Develops skills not easily developed otherwise  
Broadens knowledge-base in instruction by using knowledge and experience of participants

**INSTRUCTOR'S ROLE:** Keep the discussion on track and orderly  
Periodically summarize  
Record class process  
Keep the discussion moving by asking "right" questions  
Don't impose your solution or push for a solution  
Honor/respect each student and insure that others do the same  
Encourage participation; shut off compulsive talkers  
Seek clarification; paraphrase

**STUDENTS' ROLE:** Identify the facts  
Identify the problems; which are "major"?  
Identify the roots of the problems; causes  
Identify options available to resolve problems  
Identify further information needed/assumptions  
Select "best" solution  
Identify effects/outcomes of choice  
Justify choice

**DISADVANTAGES:** Time consuming  
Unprepared students  
Availability of "good" cases  
Difficulty in evaluation  
Instructor lacking facilitation skills