

**PIONEERING BUSINESS EDUCATION IN BANGLADESH:  
IBA IN NATION BUILDING**



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**IBA** Institute of  
Business  
Administration



University  
of  
Dhaka

## **PIONEERING BUSINESS EDUCATION IN BANGLADESH: IBA IN NATION BUILDING**

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University of Dhaka, Bangladesh.

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First Published 2022.

Printing and Distribution:

Institute of Business Administration

University of Dhaka

Dhaka – 1000, Bangladesh

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Price: BDT 1,000; USD 25

ISBN Number: 978-984-35-2678-6

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*Dedicated to  
The Father of the Nation  
Bangabandhu Sheikh Mujibur Rahman*



## **Preface**

The Institute of Business Administration (IBA) has been spearheading business education in our country since before the independence of Bangladesh. It is recognized as a premium business school, synonymous with excellence among businesses and industries owing to the high standard it has maintained over the years. IBA's reputation has been epitomized by the huge number of graduates in top-most positions in the government and national and international private corporations. However, learning and growth is a continuous process which makes IBA no exception to having room for improvement.

This book is an ode to the illustrious history of IBA, University of Dhaka, and a strategic discussion on how that can be capitalized for future development. The objective of the book is to ensure that the legacy of IBA that has been built over more than 50 years inspires the new generation of students, faculties, and other stakeholders to take IBA to the next level of the epitome of success!

This book captures the significant contribution of IBA in the nation building process over a period of more than five decades. This book is aptly divided into eight different chapters. The first chapter talks about the legacy of IBA as a role model in the higher education of Bangladesh. The subsequent five chapters discuss IBA's leading role in the advancement of the private sector, development sector, public policy and administration, entrepreneurship, and executive development respectively. The penultimate chapter delineates IBA's growing footprint in the global arena and the last chapter outlines IBA in the Second Machine Age and its way forward. This book is authored by 16 current and past faculty members and alum.

Data have been collected from both primary and secondary sources. For different chapters, primary data have been collected through questionnaire surveys, depth interviews, and key informant interviews with former and current professors of IBA

CXOs of various MNCs, local conglomerates, and sector experts working in Bangladesh and beyond. Secondary data have been collected from web resources, reports, and existing literature.

We appreciate valuable feedback and suggestion from the readers for further improvement.

Mohammad A. Momen  
Sheikh Morshed Jahan  
Mohammad Ridhwanul Haq  
Md. Rezaul Kabir  
Khaled Mahmud



## Acknowledgment

We would like to respectfully remember The Father of the Nation Bangabandhu Sheikh Mujibur Rahman (1920-1975), the architect of independent Bangladesh. His continuous struggles during the Language Movement in 1952, the Mass Movement in 1969, and the Liberation War in 1971 have allowed us to break the shackles of the suppressive Pakistani regime and live in a free and independent country. We strive continually to materialize his vision of *Sonar Bangla*, which is currently led by his able daughter Honorable Prime Minister Sheikh Hasina.

We would also like to remember the supreme sacrifices of three million martyrs and two hundred thousand heroic women during 1971 liberation war. We also pay our sincere tribute to Dhaka University teachers, students, officers, and employees who sacrificed their lives for the country.

We express sincere gratitude to the honorable Vice-Chancellor of the University of Dhaka for leading the idea of publication of a series of books on the contribution of Dhaka University in nation building process. We would also like to extend our sincere felicitations to honorable Pro Vice-Chancellor (Academic) who has been playing an instrumental role during this publication journey.

We appreciate the effort of Mahboob Uddin Neon, an MBA candidate at IBA, for diligently supporting the editorial board as the Editorial Assistant.

We thank the following MBA candidates of IBA who extended their research assistance for different chapters of this book: Ms. Sanjana Sayannita, M.M. Faiyaz Abdullah, Akash Kumar Biswas, Tanzila Mahmud, Shoumik Hossain, Nourin Zahan Elma, Jahin Tahsin Monami, and Aumit Ahsan. We also thank Nabid Mostafa Zisan (Sr. Asst. Secretary, Ministry of Foreign Affairs), Sahab Uddin, Divine Wealth Chakma, and Sazzad Hossain (Asst. Secretaries, Ministry of Foreign Affairs) for their research support to chapter four.

On a very special note, we express our sincere gratitude to Professor Melita Mehjabeen, PhD and Assistant Professor Tanisha Bukth for their outstanding support to the editorial board.

We duly acknowledge the financial contribution from Centennial Research Grant to publish this book.

Moreover, we are thankful to all others who contributed intellectually and/or logistically to our publication journey.

## About the Editors



**Professor Mohammad A. Momen** is currently serving as the Director of, the Institute of Business Administration (IBA). During his professorial career for the past 38 years, Professor Momen has been teaching finance, accounting, economics, international finance, quantitative techniques, and taxation courses at the undergraduate and postgraduate levels. He has, furthermore, supervised doctoral or PhD students, and conducted training for management professionals and C-suite level executives across industries. Professor Momen has also held various academic positions and published numerous research papers and articles in notable journals, throughout his long teaching career.

As a well-established finance professor having long engagements with private enterprises, Professor Momen has been in advisory roles for various companies at all levels of organization. He has also served as the Director of the Board of Bangladesh Garment Manufacturers and Exporters Association (BGMEA), and Bangladesh Employers' Federation (BEF).

Professor Momen has had active participation in advising, selecting, adjudicating, and organizing several national and international competitions on blockchain and startup projects funded by the Ministry of ICT, Government of Bangladesh (GoB).

He has also served as a member of the selection board for numerous organizations including Bangladesh Bank and several other financial institutions, for the recruitment of officers. Professor Momen is a regular member of the selection committees for faculty members in universities, in both the private and public sectors.

**Professor Sheikh Morshed Jahan** is a business school professor at IBA, University of Dhaka. For the past three decades, he has been teaching courses in economics, business strategy, Bangladesh studies, and project management. He also offers a doctoral course on market development in emerging economies, and supervises doctoral research around BOP markets, enterprise competitiveness, and inclusive and sustainable development. Prof. Jahan got his international collaborative research works published by United Nations ESCAP. Some of such titles include Enabling Environment for SMEs' participation in South Asian value chains, Maximizing Benefits of Mekong Value Chains for SMEs, and MSMEs' Access to Finance in Bangladesh.



His current research and professional activities center around inclusive growth, MSME competitiveness, digital economy, agriculture and food security, market development, and global value chains. As an international development professional, he spearheaded research projects and facilitated institutional capacity-building workshops in Kazakhstan, Mongolia, Laos PDR, Cambodia, Thailand, Philippines, Nepal, and Bhutan under projects funded by World Bank, UNDP, UNESCAP, ASEAN Economic Research Institute, Mekong Institute, ICT Ministry (GoB), USAID, UKaid, SDC, etc. His professional development courses were attended by C-suite and mid-management executives, entrepreneurs, chamber leaders, government officials, and analysts and consultants from South, Southeast and Central Asian countries.

Prof. Jahan did his MBA from IBA, University of Dhaka, and AM in international development policy from Duke University. He was a Commonwealth Fellow at IIM-Ahmedabad and a Joint Japan/World Bank scholar at Duke. He served as a distinguished member of the United Nations ESCAP Advisory Panel on SME Development in Asia and the Pacific and contributed towards the preparation of its Policy Guidelines for SME Development.



**Professor Mohammad Ridhwanul Haq, PhD** is currently serving as a Professor of Marketing at the Institute of Business Administration (IBA), University of Dhaka. He obtained his PhD in Marketing from Western Sydney University and his Master's from The Australian National University. Before that, he completed his MBA and BBA

major in Marketing from the Faculty of Business Studies, University of Dhaka.

Professor Haq has authored a large number of scholarly publications in well-accredited, peer-reviewed journals published in the country and abroad. He recently published “Bangladesh Business Cases”, the first-ever business case book in Bangladesh tributing to Father of the Nation, Bangabandhu Sheikh Mujibur Rahman.

During his career, Professor Ridhwanul Haq has been working for the Ministry of ICT, food, and industries on different projects. Moreover, he has active engagement in service sectors for strategy formulation and policy making in cross-sectional industries. Professor Haq has also served as a visiting professor at Taylors University, Malaysia. Dr. Haq is serving as Independent Director at National Tubes, Somorita Hospital, Agni System and Atlas Bangladesh Limited.

Professor Ridhwanul Haq is a true follower of classical music and theatre. He has active involvement in social entrepreneurship along with his professional engagement.

**Md. Rezaul Kabir, PhD** is a Professor of Finance at the Institute of Business Administration (IBA), University of Dhaka. He currently serves as the Coordinator of the Institute's flagship MBA Program. Dr. Kabir completed his PhD and Master's degrees from Aston University, UK. His areas of research interest include corporate governance, corporate reporting, sustainability, and corporate social responsibility. An active promoter of industry-academia collaboration, Dr. Kabir serves on the boards of several companies and educational institutes.





**Khaled Mahmud** is currently serving as Associate Professor at the Institute of Business Administration, University of Dhaka. He currently serves as the coordinator of Post Graduate Diploma Program at IBA. He is a next-generation multi-skilled professional with a specialization in Business and Technology. He completed his MBA from Bentley University, Massachusetts, USA as Fulbright Business Fellow. Prior to that, He had another MBA from the Institute of Business Administration (IBA), University of Dhaka. His bachelor of science was in Computer Science and Engineering (CSE) from Bangladesh University of Engineering and Technology (BUET).

Mr. Mahmud is actively involved in research and consultancy both in the private and public sectors. He is working closely with the Government of Bangladesh on different projects under different ministries at the policy level. He has worked on projects in different leadership roles funded by international development organizations such as UNDP, World Bank, Asian Development Bank (ADB), USAID, etc. He has also worked with ICT Ministry, Ministry of Finance, Ministry of Power, Energy and Mineral Resources, Bangladesh Telecommunication Regulatory Authority (BTRC), National Academy for Planning and Development (NAPD), etc.





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