

PREFACE

In 1981 the Commonwealth Secretariat published 'The Case Study as a Training Method', which was an annotated bibliography. Since then, it has continued to support the use of the case method for management development programmes, because of the benefits it can give: the close simulation of reality, with the consequent introduction of feelings, values, discussions, and critical judgements - all characteristics which help the development of managerial competence.

To continue this support, it was felt that an updating of the 1981 bibliography would be of value, but that it should additionally give some guidelines on the writing and the running of cases. This present book is the outcome, but the emphasis in it has been reversed. Its principal purpose is to help those who would like to use the case method, but are constrained because of a lack of experience with it both personally and within their institution or country.

It has been assumed that many cases will need to be developed from book and journal resources: to assist this, other than the references to cases and the case method, there are sections on public administration (to help update the 1981 bibliography); on training in general; and on women. This last set is included in that it is one of the disadvantaged groups in developing countries to which the Commonwealth Secretariat is devoting much concern and attention.

The Commonwealth Secretariat is grateful to Ron Brown, who initiated this project, and to Roy Winterburn and The City University for the use of their time and facilities in completing it.

One aspect of the Management Development Programme is the development of teaching and training techniques and materials which are relevant to managerial issues and which can be used on a local basis. Publications such as this one are intended to meet practical needs, so comments from users and ideas for improving the layout and content are always welcome.

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