

PREFACE

Adopting management techniques such as operations research and management information systems usually involves radical changes in current practices, skills and attitudes. As with other areas of management where organisational change has far reaching consequences, the decision makers can be considerably assisted by having access to the distilled experience of others and the case study has an important role in this.

Although the effective use of these techniques is a major factor in the success of development projects, there is very little training material available related to the needs of the development manager. The Management Development Programme is anxious to see this gap filled. As one of its activities in this direction, this collection of cases of the implementation of operation research approaches in developing countries is offered as a contribution to assist trainers in demonstrating the considerable benefits to be obtained from the management science approach. The authors have had in mind the decision makers, managers and senior government officials with large project responsibilities, and the cases have been prepared in the context of the unique requirements of the development management.

Readers' views on the cases, their relevance to actual problems and ways in which they could be made more closely adapted to the needs of development managers would be most welcome.

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The Management Development Programme is working very closely with the regional and national institutions for increasing institutional capacity in the area of teaching materials development which has relevance to managerial issues in government and is based as local experiences. The programme has several projects in progress related to case development in a number of Commonwealth countries. This case book was prepared with the objective of helping faculty members in public administration and management institutions in introducing modern techniques in development management in a simplified approach and is based on actual experiences in developing countries.

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