

1ST ToT ON CASE STUDY

CURRICULUM AND GUIDELINES

8th July - 3rd September 2026

“Building Capacity for **Effective,**
Inclusive and **Accountable**
Public **Administration** System”



BANGLADESH PUBLIC ADMINISTRATION TRAINING CENTRE

Savar, Dhaka-1343

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About BPATC

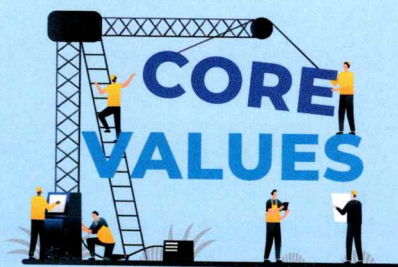
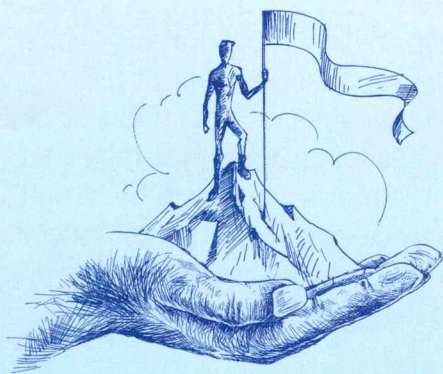
The Bangladesh Public Administration Training Centre (BPATC) stands as the apex institution for developing the capacity of public servants in Bangladesh. Since its establishment in 1984, the Centre has remained dedicated to nurturing a professional, competent, and value-driven civil service—one that can effectively respond to complex national priorities while engaging with evolving global challenges.

Vision of BPATC

BPATC becomes a centre of excellence for developing patriotic, competent, and professional civil servants dedicated to public interest.

Through comprehensive and world-class training programs, BPATC equips officials at every tier of government with the knowledge, skills, and mindset essential for sound policy planning, transparent governance, and citizen-centered service delivery. Its reach and impact extend across the entire spectrum of the Bangladesh civil service.

Anchored in the principles of integrity, accountability, and innovation, BPATC is committed to shaping a dynamic and ethical workforce devoted to realizing Bangladesh's vision of a just, inclusive, and prosperous society.



Mission of BPATC

We are committed to achieve the shared vision through-

- developing competent and professional human resources by imparting quality training and development programs;
- conducting research, publishing books and journals and extending consultancy services for continuous improvement of public service delivery system;
- establishing an effective partnership with reputed institutions of home and abroad for developing organizational capacity; and
- promoting a culture of continuous learning to foster a knowledge-based civil service.

BPATC Theme

Building an effective, inclusive and accountable public administration system.

The Core Values of BPATC

The core values of BPATC include-



Total Marks of Evaluation and Means of Evaluation

The performance of the case writing course participants is evaluated on 200 marks. The prime means of evaluations are individually produced case, case memo and teaching note. Module-wise evaluation methods and marks are given below:

SL	Subjects of Evaluation	Individual	Group
01	Case Development	100	-
02	Case Presentation	-	30
03	Writing Teaching Note	-	40
		100	70
	Total Marks	170	

Evaluation by the Course Management Team & Evaluation Department

Following is the break down of 30 marks:

Evaluation by	Subjects of Evaluation	Allotted Marks
Course Management Team (CMT)	Punctuality	05
	Table Manners and Dress	05
	Overall Conduct and Discipline	05
Evaluation Department	Speakers' Evaluation	5
	Attendance	10
	Total	30

* The course is organized as a single module. The total assessment comprises 200 marks, distributed as follows: 100 marks for individual assessment, 70 marks for group work, and 30 marks for the CMT and evaluation department. Evaluation is conducted jointly by the mentors and the lead facilitator. The mentors and lead facilitator will also select the top five cases for recognition as best cases. The course director additionally serves as the module director.

Grading

According to the Evaluation Policy of BPATC, marks, participants obtained in the course in different assessments, will be based on a quantitative scale and will be graded in the following way:

SL	Percentage of Marks	Grading
1	85 and above	A+ (Outstanding)
2	80 - <85	A (Excellent)
3	70 - <80	B+ (Good)
4	60 - <70	B (Satisfactory)
5	50 - <60	C (Average)
6	<50	Fail

Training Methods

Different methods are used to implement the training course. The main methods include lectures and discussions, workshops, group discussions, exercises, presentations, peer review, and case studies. A recapitulation session is usually held at the first session of each new week, during which participants present their learning points from the previous week.

Rationale for Case Study Training

The landscape of learning for public officers has evolved significantly. Historically, training relied on traditional lecture-based teaching. Today, the educational paradigm increasingly embraces the case study method, a dynamic tool for imparting essential knowledge and skills in government. Modern public officers want an active role in their learning, favouring experiences that engage them with relevant, stimulating, and challenging cases tailored to their objectives. Facilitators in public service training are shifting to discussion-based learning. This shift leads to greater student motivation, richer classroom interactions, improved competencies, and renewed enthusiasm for teaching and learning. For example, a training case might present a district commissioner facing a sudden flood emergency who must coordinate disaster relief, balance available resources, and communicate with local stakeholders. This type of real-life scenario enables public officers to practice decision-making and problem-solving in the context of challenges they commonly encounter at work.

Despite a wealth of academic cases, the public sector lacks well-developed examples of public sector management. Existing cases often lack the cultural relevance needed for public officials to fully grasp challenges in their local environments. There is an urgent need to expand our case study repository with fresh material that aligns with contemporary developments in the public sector.

Training Objectives

The primary objectives of the training are to:

- Equip participants with the knowledge and skills needed to write cases specifically designed for public-sector training.
- Facilitate the development of teaching notes and cases relevant to classroom session to enhance professional development.
- Strengthen participants' case-facilitation skills to foster interactive teaching and promote deeper learning.

Learning Outcomes

Upon completion of the training, participants will be able to:

- Demonstrate understanding and application of the phases and processes involved in reading, writing, and analyzing cases.
- Develop a comprehensive teaching note and case epilogue to accompany the case.
- Acquire relevant skills for data collection to support practical case analysis and case writing.
- Develop a field-based, decision-making, and management-oriented case, including a comprehensive teaching guide, suitable for instructing and training public servants.

Course Duration & Methods

The course will last 10 working days, with each day consisting of 4-6 hours of instructional load. It will be primarily delivered through workshop modes. Groups of 3-4 potential case writers will be assigned to an expert mentor, who will guide them in developing their draft cases in phases by providing tools, techniques, and skills. This 10-day Case Writing Training will be delivered in two segments to increase the number and variety of cases that reflect the evolving public-sector context. Participants will engage in hands-on case writing and teaching note development, experiencing every stage of the case-writing and teaching process. They will also participate in peer review of each other's cases at different stages of completion.

To ensure continuous learning and application, participants will have access to post-training support. After the course, mentors will remain available for guidance and feedback as participants finalize and implement their cases. Resources such as reference materials, sample cases, and a dedicated online platform will also be provided to encourage collaboration and ongoing professional development.

Course Coverage

The training will cover the following key areas:

- The nature and application of the case method as contrasted with traditional training approaches
- Different types of cases and the essential components of a compelling case
- The systematic case-writing process
- Key principles and techniques for successful case writing
- Strategies for case refinement and editing
- The creation of a teaching note to complement the case
- Exposure to a diverse array of well-crafted case studies through rigorous reading

Following each session, participants will have dedicated time to develop the related sections of their case study.

Course Content

Day 1: Introduction to the Case Method

Topic	Key Issues for Discussion	Methods	Duration
Overview of the Case Method	- Historical development - Pedagogical principles - Advantages and disadvantages	L&D	1 Hour
Key Differences Between Cases and Traditional Training Approaches	- Comparison with traditional training approaches - Engagement, interactivity, and applicability to decision-making within public administration	L&D	2 Hours
Case Studies in Public Sector	- Importance of real-life situations - Fostering critical thinking - Promoting active learning and contextual relevance	L&E	2 Hours
Pre-reading/ Assignment	Review a selection of case studies relevant to public service.		

Day 2: Types of Cases and Their Components

Topic	Key Issues for Discussion	Methods	Duration
Understanding Different Types of Cases	- Case Types: Decision-forcing, descriptive, analytical, individual focused, organizational based, report based and teaching cases - Characteristics and different use cases	L&D	2 Hours
Essential Components of a Compelling Case	- Narrative structure - Key characters - Core issue identification - Data presentation and contextual background	L&D	2 Hours
Analyzing Successful Case Studies	- Dissecting effective cases - What makes them work - Decision dilemma - Elements that resonate with learners	Workshop	2 Hours
Pre-reading/ Assignment	Examine and categorize different types of case studies.		

Day 3: The Systematic Case-Study Process (Developing a Case Memo)

Topic	Key Issues for Discussion	Methods	Duration
Case Study Framework (Case Memo)	- What is a Case Memo - Structure of a Case Memo - Presenting a standard Case Memo - Discussion on the Case Memo	Workshop/L&D	1 Hours
Preparing a Case Memo	- Fundamentals of a Case Memo - Reality, Pedagogy and Practicality - Focusing on WH, data sources & sensitivity, confidentiality and avoiding pitfalls	Workshop	2 Hours
Key Writing Principles of a Case (how to narrate)	- Clarity, conciseness, coherence - Strategies for clear communication - Writing techniques for storytelling - Managing complexity - Writing through protagonist's lens	LD/Workshop	1 Hour
Assignment	Prepare a draft framework for your own case.		

Day 4: Principles of Effective Case Study

Topic	Key Issues for Discussion	Methods	Duration
Techniques for Engaging Case Study	- Use of real-life anecdotes and effective dialogues - Maintaining engagement and managing complexity - Incorporating ethical dilemmas	LD/Workshop	2 Hours
Research and Data Gathering for Cases	- Identifying sources - Collecting relevant data, ensuring reliability and validity	Workshop	1 Hours
Preparing a Draft	- Identifying sources - Collecting relevant data, ensuring reliability and validity	Workshop	3 Hours
Assignment	Collect data and prepare the first draft of your case.		

Day 5: Refining and Editing Your Case

Topic	Key Issues for Discussion	Methods	Duration
The Editing Process	- Self-editing techniques - Seeking external feedback - Iterative revisions - Ensuring relevance to the public sector	Workshop	2 Hours
Strategies for Case Refinement	- Assessing complexity - Ensuring alignment with classroom - Checking analytical ambiguity, decision points and trade-off - Considering learning objectives	Workshop	2 Hours
Peer Review Sessions	- Conducting effective peer reviews - Providing constructive feedback - Learning from peers' insights	Workshop	2 Hours
Assignment	Revise your case (2 nd draft) based on your peers' feedback.		

Day 6: Complementing Cases with Teaching Notes

Topic	Key Issues for Discussion	Methods	Duration
Writing Teaching Notes	- What is a teaching Note - Purpose and importance of a teaching note - Discussion questions - Key Takeaways for the audience	L&D	1 Hours
Anatomy of a Teaching Note	- Components of a teaching note - Structure of a teaching note - Alignment with case study content - Example of a standard teaching note	L&D	2 Hours
Drafting Teaching Note	- Techniques/ skills of writing teaching note - Application of knowledge and skill on writing teaching note - Presentation of draft teaching note and feedback from facilitator and peers	Workshop	3 Hours
Assignment	Each participant will draft a teaching note aligning with his/her own case study.		

Day 7: Case Facilitation (Practical Demonstration)

Topic	Key Issues for Discussion	Methods	Duration
Case Facilitation Techniques	- Brief facilitation models & role of facilitator - Opening techniques & Questioning Strategy - Ensuring participation and handling dominant participants - Use of the teaching note	Workshop	2 Hours
Context Analysis	- Enhancing the richness of case details - Identifying theories to focus	Workshop	1 Hours
Demonstration of Case	- Introduce the case to the class as the instructor and explore the case dynamics - Crafting engaging presentations, storytelling in case delivery - Adapting to audience needs	Presentation	2 Hours
Integrating Feedback into Case Development	- Aligning cases with learning objectives - Strategies to implement in training session	Workshop	1 Hours
Pre-reading/ Assignment	Revise your case based on collaborative training feedback.		

Day 8: Editing and Evaluating Case Studies

Topic	Key Issues for Discussion	Methods	Duration
Methods and Criteria for Evaluating a Case	- Methods of case evaluation - Standard case evaluation criteria - Multistage evaluation model - Pedagogical effectiveness of the case	L&D	2 Hours
The Role of Feedback in Continuous Improvement	- Peer review - Teachability test - Peer review framework for evaluating a draft case - Establishing a cycle of feedback methods for refinement and case development	Workshop	2 Hours
Self-Evaluation of Case Studies	- Importance of iterative revisions - Tools and methodologies for self-assessment - Self-editing techniques - Ethical and risk review	Workshop	2 Hours
Pre-reading/ Assignment	Evaluate a peer's case study using established criteria and finalize your own case		

Day 9: The Finishing Touch: Writing Case Epilogue

Topic	Key Issues for Discussion	Methods	Duration
Understanding Case Epilogue	- Definition and function of case epilogue - Importance and Structure of a case epilogue - Standard and example of good case epilogue	L&D	1 Hours
Technique for Writing a Case Epilogue	- Application of knowledge and skill for writing a Case epilogue - Mistakes to be avoided	Workshop	2 Hours
Presentations and Reflections	- Participants Presentation - Peer feedback - Facilitator comments	Workshop	2 Hours
Final Edits and Polishing	- Incorporating feedbacks and reflections - Considerations for cultural sensitivity and diversity	Workshop	1 Hours
Pre-reading/ Assignment	Finalize case epilogue for your own case.		

Day 10: Finalizing Case Studies and Presentations

Topic	Key Issues for Discussion	Methods	Duration
Presentation Feedback	- Presenting case to class for review - Receiving and providing feedback, and final reflections	Presentation	4 Hours
Course End Evaluation	Collecting participants feedback to further develop the curriculum and facilitation	Participants/ CMT/Evaluation Dept.	1 Hours
Closing Ceremony	Awarding best cases and certificates	Participants/ CMT/Mentors Evaluation Dept/ Faculty	1 Hours
Assignment	Finalize the case.		

This structure offers a comprehensive approach to case writing for public service training, fostering collaboration and application throughout the course. By the end of the training, participants will not only have developed their own case studies but also be equipped to incorporate them into actual training sessions. This hands-on use of their cases in real-world teaching environments will reinforce learning outcomes and help address the practical challenges public officials encounter.

Modus Operandi

Delivery Mode: (Workshop Mode/Weekly Delivery)

Length of Course: 10 Days

1. Pre-Course Preparation (Before Week 1)

- Assign each mentor or case teacher to a small group of three or four motivated participants.
- Share the full 10-day curriculum and course objectives with all participants ahead of time.
- Set up a shared online platform, like Google Drive, Moodle, or WhatsApp, to distribute resources, templates and feedback.
- Create a repository with sample cases, teaching notes and templates.

2. Weekly Delivery Structure

Each weekly session lasts six hours, which is a full day. The case teacher should complete the following at least seven days before each session:

- Distribute pre-reading materials, including cases, articles, templates, examples relevant to the upcoming session topics.
- Provide explicit instructions regarding participant preparation requirements before each day attendance.

3. Standard Session Flow (Each Workshop Day)

Hour	Session Activity	Objective
1 hr	Review of pre-reading & discussion	Activate prior knowledge
2 hrs	Interactive lecture / mini-workshop (As per curriculum)	Introduce / discussion on key concepts
2 hrs	Group work on case draft (with mentor guidance)	Apply learning immediately
1 hr	Peer feedback & reflection	Improve through collaboration

4. Milestones Across Timeframe

Days	Activity/Topic/Issue	Progress
3	Case topic & outline	Case memo / outline
5	First full draft	Complete case draft
6	Teaching note draft	Initial teaching note
7	Classroom trial	Deliver case to peers
8	Peer review & feedback	Feedback summary
9	Final revisions	Revised case & teaching note
10	Final presentation	Polished case and teaching note

5. Roles & Responsibilities

Case Teacher or Mentors: Lead sessions, assign pre-reading, guide discussions, and make sure milestones are met. Supports small groups, gives feedback in stages, and helps with draft case development. All case teachers/mentors need to work in a coordinated way; otherwise, there will be a mismatch in outcomes.

Participants: Will join the day one session with a tentative plan on what topic s/he would like to work on, and reasons behind it. Complete pre-reading, write the case, run a trial session, review peers' work and feedback and finalize the case.

6. Feedback & Revision Loop

After Day 5 (first draft):

1. Peer review (structured template) provided by the mentors
2. Mentor feedback
3. Participants revise their cases.

After Day 7 (classroom trial):

1. Participants reflect on their own work.
2. Peers and case teachers / mentors give feedback on the delivery.
3. Revision of case & teaching note

7. Quality Assurance

- All case teachers/mentors will follow the same curriculum table for Days 1 to 10.
- Use standard templates for the case memo, teaching note and peer review form.
- Maintain session logs to track participant progress following each day's activities.
- Carry out a final evaluation based on the set learning outcomes.
- Recommend necessary adjustments to the curriculum and teaching delivery or any measures that contribute to the overall enhancement of the case teaching experience.

8. Post-Course Support

- Mentors remain accessible to participants after course completion.
- Participants are required to submit the final case and teaching note to the designated online repository.
- Some outstanding cases may be added to the BPATC case bank for future training programs.

9. Key to Success

- ✓ Selection of only inquisitive and motivated participants
- ✓ Strict adherence to pre-reading schedule (7 days in advance)
- ✓ Active mentorship in small groups
- ✓ Real classroom trial of cases
- ✓ Structured peer feedback at every stage
- ✓ Final polishing before submission

These standard operating procedures/guidelines will help case teachers deliver the course consistently, support participant progress, and achieve the course objectives.

List of Participants

(তালিকা জ্যেষ্ঠতার ক্রমানুসারে নয়)

ক্রমিক নং	নাম	পদবি
১.	জনাব নুমেরী জামান	এমডিএস
২.	মিজ কামরুন নাহার	পরিচালক
৩.	জনাব মোঃ আমিনুল করিম	উপপরিচালক
৪.	মিজ সানজিদা শাহ্নাজ	উপপরিচালক
৫.	জনাব মোঃ মোতাহের হোসাইন	গ্রন্থাগারিক (এভিআর)
৬.	জনাব মোঃ মামুন-অর-রশীদ	গ্রন্থাগারিক (ডকুঃ)
৭.	মিজ নাসরিন আক্তার	উপপরিচালক
৮.	জনাব শামীম আদনান	উপপরিচালক
৯.	জনাব মোঃ মাসুদ আলম	উপপরিচালক
১০.	জনাব শামীম হোসেন	উপপরিচালক
১১.	জনাব মনিরুল ইসলাম	উপপরিচালক
১২.	জনাব মোহাম্মদ সোহরাব হোসেন	সহকারী পরিচালক
১৩.	মিজ তানযিমা আক্তার	সহকারী পরিচালক
১৪.	জনাব মোঃ শাহাদাত হোসাইন	গবেষণা কর্মকর্তা
১৫.	জনাব সনজয় কুমার শর্মা	মূল্যায়ন কর্মকর্তা
১৬.	জনাব মোঃ আব্দুল্লাহ আল মামুন	মূল্যায়ন কর্মকর্তা
১৭.	জনাব মোঃ আতিক উল্লাহ জামান	সহকারী পরিচালক
১৮.	মিজ সামিয়ানা সুলতানা	সহকারী পরিচালক
১৯.	জনাব মোহাম্মদ বাহা উদ্দিন	গবেষণা কর্মকর্তা
২০.	জনাব মোঃ আলশাহরিয়া হোসেন	সহকারী পরিচালক
২১.	মিজ তাসমিয়া তামান্না রিফা	সহকারী পরিচালক
২২.	জনাব আমির হামযা	সহকারী পরিচালক
২৩.	জনাব মোঃ হাসান মিয়া	গবেষণা কর্মকর্তা

Note