

Case Study

- **7 pages long, single-spaced**
 - An Executive Summary (not counted towards the 7 pages) should also be included
 - Detailed guidelines are contained in your course outline
 - Unless you have an alternative format, developed in another course or at another university, you should follow the structure set-forth in these guidelines
 - The marking scheme is identified in the guidelines document
 - Do not need to reference the case document itself but any other external materials must be cited

Case Study (2)

- **Unique Aspects**

- You approach this from the stand-point of the central firm identified in the case
- Identifying and framing the primary problem is the most important task
 - The relationship between the primary problem and the suggested alternatives is the core of the assignment
- All alternatives must solve your stated primary problem

Case Study (4)

- **Unique Aspects (cont.)**
 - **Primary Problem:**
 - Avoid framing as a question.
 - The primary problem should clearly what needs to be decided without making the decision
 - **Implications on the Personnel:**
 - Involves both management and employees at the firm in question
 - **Implications on the Environment:**
 - Involves the natural/physical environment and the social environment including society (customer and suppliers should be considered under implications on the organization)
 - You may consider including the 'Status Quo' as an alternative, but only if you believe that the primary problem is of a highly transient nature (i.e. it is likely to be resolved without any intervention on the part of the organization) or the problem cannot be effectively addressed through actions of the organizations

Structure of Case

- **Executive Summary (omission reduces presentation marks)**
 - One page, using bullet-form where appropriate
 - Includes a statement of the Primary Problem
 - Lists numerically the alternative solutions developed
 - Identifies the recommended solution and provides a brief justification of this choice

Structure of the Case (2)

- **Primary Problem – 5 marks**
 - Should be as concise as possible
 - Clearly identifies the decision that needs to be made
 - Should not be framed as a question
 - Will be the basis for action for each Alternative Solution
- **Secondary Problems – 5 marks**
 - Identifies all other (i.e. non-primary) problems that the organization and personnel are facing

Structure of the Case (3)

- **Implications on the Organization - 5 marks**
 - Future oriented
 - Explains what will happen to the organization if the primary (and secondary) problem(s) is (are) not partially or fully rectified
- **Implications on the Personnel - 5 marks**
 - Future oriented
 - Explains what the impacts will be on the personnel (executives, managers and other employees) if the primary problem (and secondary) problem(s) is (are) not partially or fully rectified
- **Implications on the Environment – 5 marks**
 - Future oriented
 - The Environment includes the natural (or physical) environment as well as the social environment (people and/or groups of people)

Structure of the Case (4)

- **Alternative Solutions - 50 marks (divided equally over solutions)**
 - All alternatives must be viable/feasible
 - Should be realistic, creative, considerate of costs
 - Evaluated in terms of the extent to which the alternative solves the Primary Problem as identified by the student previously in the assignment
 - All alternatives should be titled and numbered sequentially
 - Each alternative must begin with a short description of what actions the alternative will include – i.e. what changes will be made to the strategy or operations, by whom, where and when

Structure of the Case (5)

- **Alternatives cont.**

- Must include a bulleted-list of Advantages and Disadvantages associated with the proposed alternative
- Each alternative must conclude with an analysis of the specific alternative, considered in isolation from the other alternatives, and where a comparison or evaluation of the importance of the previously identified advantages and disadvantages are discussed

Structure of the Case (6)

- **Recommended Solution - 5 marks**
 - Will clearly indicate which alternative, or possibly combination of alternatives, is being recommended for implementation
 - Provides a well-argued justification as to why this alternative, drawing on facts, and information previously presented in the case, and not another of your suggested alternative, is the most appropriate
- **Implementation - 10 marks**
 - Separated between the Short Term (now to six months from now), Medium Term (six months to a year from now), Long Term (over a year from now) and possible Very Long Term (over 3 years from now)
 - Should address all relevant areas of corporate activity (HR, Marketing, Operations, Finance etc.)

Structure of the Case (7)

- **Presentation - 10 marks**
 - Includes issues of formatting, spelling, grammar etc.
 - Also involves the clarity and strength of your arguments