

BOH4M – Case Study Analysis *Case Study Format*

Part 1: Summary of the Facts

In this section, there should be a listing of the key facts in the case with page or paragraph numbers from the case, where appropriate. It should not exceed one page. Therefore, there is no room for lengthy explanations. Cut to the chase – just the facts, as you would expect from your subordinates one day.

Also in this section is problem identification. Describe the primary issue(s) or major problem(s), as well as any secondary issue(s) or minor problem(s) associated with the case. What are the ethical issues at hand and who are the primary stakeholders?

Part 2: Inferences

This section ensures that you can read more than just facts. The ability to read between the lines is also important in case analysis. Determining possible alternatives and asking key questions is important in order to determine which actions should be taken.

Inferences drawn from the facts will focus on factors such as:

- The competitive environment and the interaction between management styles and the environment
- The organization's strategy & structure
- The utilization of human resources; organizational culture
- The impact of ethics on the business decisions and organizational outcomes
- The influence of culture and sociological factors and communication (demographics/education/gender) within the organization
- The influence of the market for the firm's products and services and its' environment.
- The influence of management's use of control systems in turbulent and non-turbulent environments
- The influence of the labour market (skills, union, legislation)
- Management's ability to motivate, reward and compensate employees
- Any other applicable theory and strategy within the four corners of the text.

These inferences should reflect your knowledge of the theories of business leadership. They form the basis for conjectures and linkages between the case and the course concepts. Remember, knowledge gained in courses like marketing, accounting, entrepreneurship and business leadership can be drawn to your advantage.

Part 3: General Case Ideas

The application of business theories contained in your text to the facts contained in the case is an essential part of a thorough analysis. Because a model or theory is based on assumptions, it is to some extent limited in terms of exploratory value. The linkage of theory to the facts of the case is integral and remember there must be a resolution, not simply a catchall approach.

Part 4: Conclusion & Recommendations

In your conclusion, you must draw upon your analysis and make **specific** and **implementable** recommendations as to the course(s) of action that should be taken. Otherwise, you will be unable to offer tangible solutions to your employer in the future.

Suggested Layout for Case Analysis:

- ✓ What are the relevant facts?
- ✓ What are the ethical issues?
- ✓ Who are the primary stakeholders?
- ✓ What are possible alternatives?
- ✓ What are the ethics of the alternatives?
 - Ask questions for reflection
- ✓ What are the practical constraints?
- ✓ What actions should be taken?