

Case Analysis

The guidelines presented below have been designed to help the student analyze the cases. They are not, however, intended to be a rigid format. Each question is intended to bring out information that will be helpful in analyzing and resolving the case. Each case is different, and some parts of the guidelines may not apply in every case. Also, the student should be attentive to the questions for discussion at the end of each case. These questions should be answered in any complete case analysis. The heart of any case analysis is the recommendations that are made. The Problem/Issue Identification and Analysis/Evaluation steps should be focused on generating and defending the most effective set of recommendations possible.

GUIDELINES FOR ANALYZING CASES

Problem/Issue Identification

1. What are the *central facts* of the case and the *assumptions* you are making on the basis of these facts?
2. What is the *major overriding issue* in this case? (What major questions/issue does this case address that merit(s) their/its study in this course and in connection with the chapter/material you are now covering?)
3. What *subissues* or *related issues* are present in the case that merit consideration and discussion?

Analysis/Evaluation

4. Who are the *stakeholders* in this case, and what are their *stakes*? (Create a stakeholder map if this is helpful.) What challenges/threats/opportunities are posed by these stakeholders?
5. What *economic/legal/ethical/philanthropic responsibilities* does the company have, and what exactly are the nature and extent of these responsibilities?
6. If the case involves a company's action, *evaluate what the company did or did not do* in handling the issue affecting it.

Recommendations

7. What recommendations would you make in this case? If a company's strategies or actions are involved, should the company have acted the way it did? What actions should the company take now, and why? Be as specific as possible, and include a discussion of *alternatives* you have considered but decided not to pursue. Mention and discuss any important *implementation considerations*.