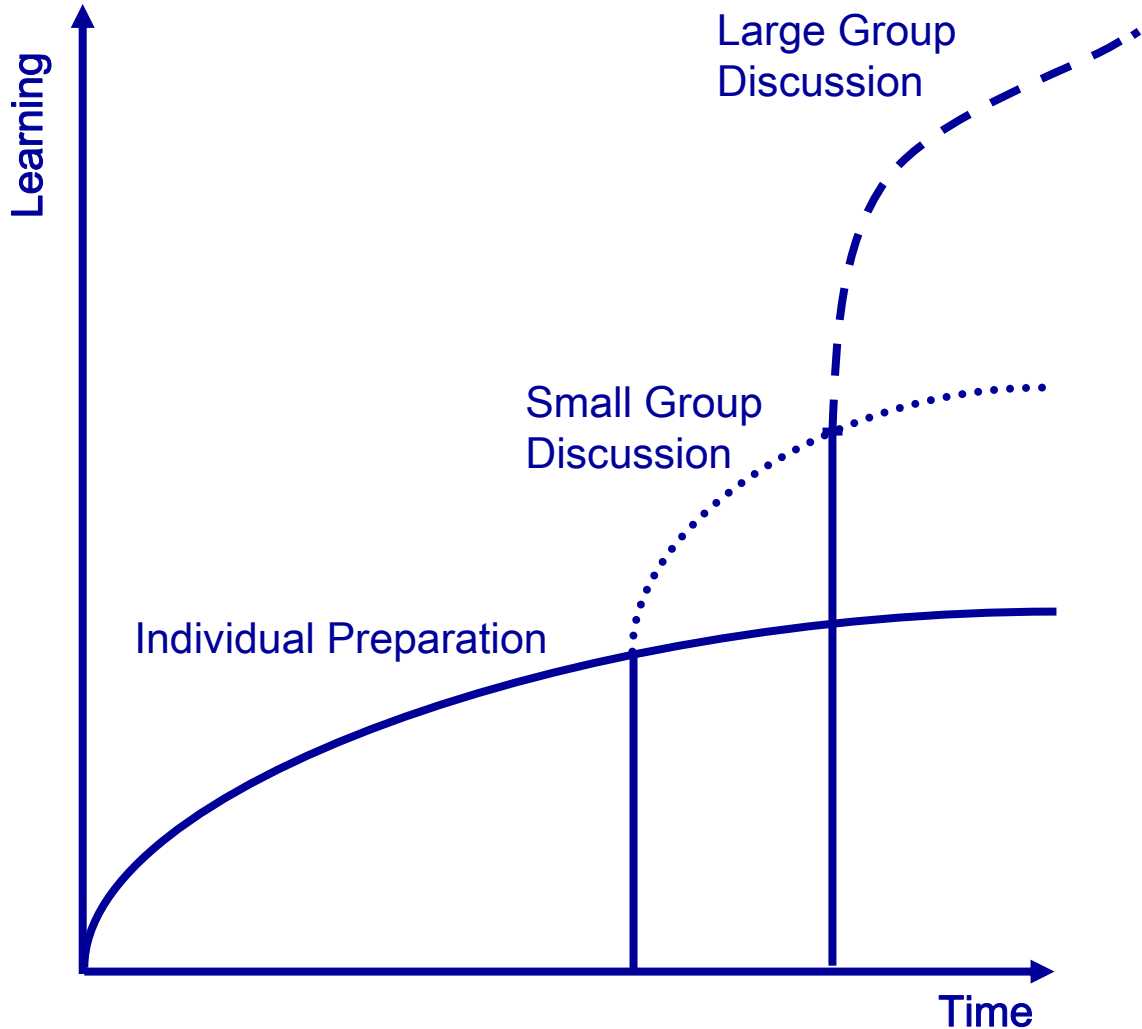


Learning with Cases

Maufefette-Leenders, L. A., Erskine, J. A. and Leenders, M. R., 1999. *Learning with cases*, Richard Ivey School of Business, The University of Western Ontario, Ontario.

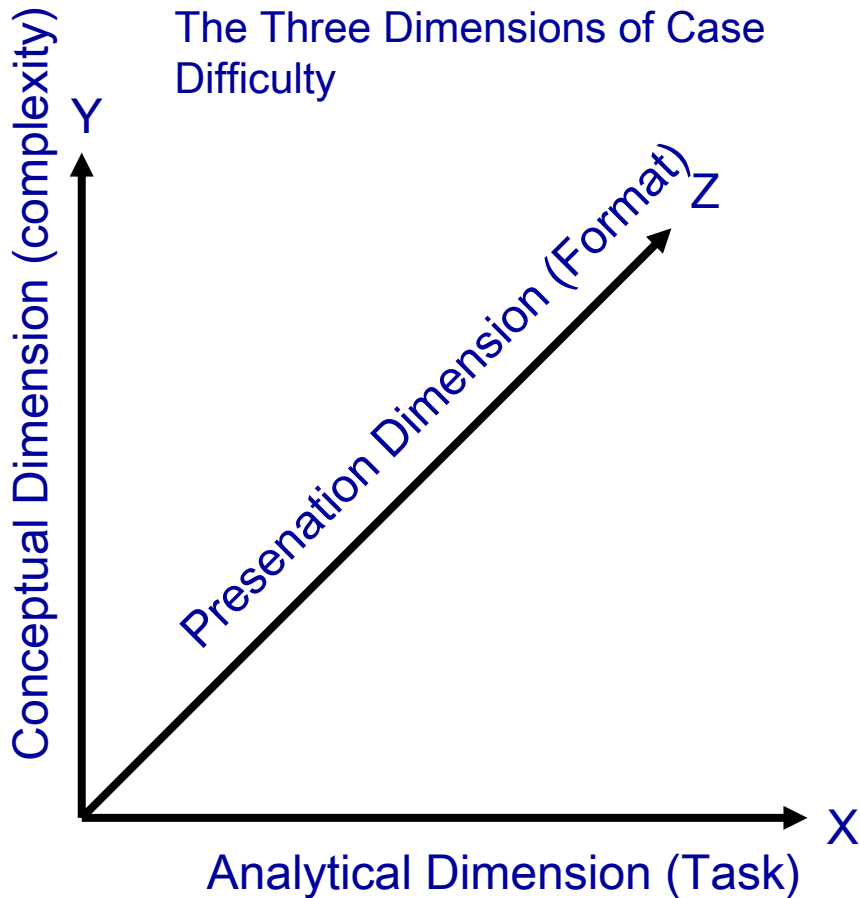
Case Learning process



- Presentation
- Persuasion
- Master Concept

- Group synergy
- Negotiation
- Argumentation

- Critical thinking
- Your own guts
- Ammunition

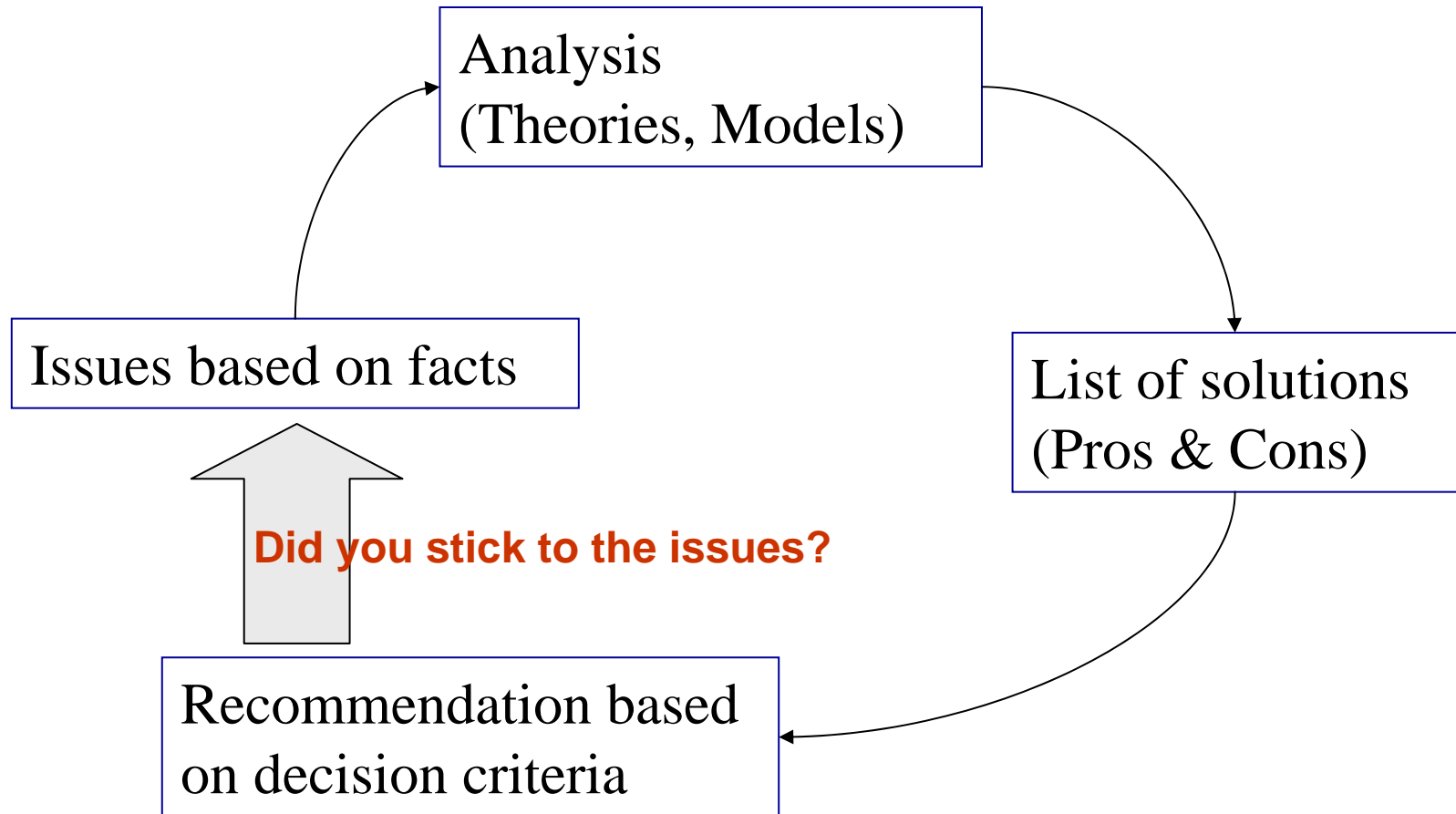


What is a case ?

Degrees of difficulty:

Situation => Problem (3) =>
Decision/ Solution (2) =>
Judgement/ Justification (1)

Purpose	Analyse and solve the case
Part 1	Read the case
Part 2	Apply the case solving process
Step A	Define the issue
Step B	Analyse the case data
Step C	General alternatives
Step D	Select decision criteria
Step E	Analyse and evaluate alternatives
Step F	Develop an action and implementation plan
Step G	Action and implementation plan



Tools: List of common decision criteria (2.c)

Quantitative	Qualitative
Profit	Competitive advantage
Cost	Customer satisfaction
Return of investment	Employee morale
Market share	Corporate image
Capacity	Ease of implementation
Delivery time	Synergy
Risk	Ethics
Cash flow	Flexibility
Inventory turn	Safety
Productivity	Visual appeal
Staff turnover	Obsolescence
Quality	Cultural sensitivity
Growth rate	Motivation
Quantity	Goodwill

- If you think you need more information, be prepared to answer the following five questions
 1. What information do I really need to have?
 2. Why do I think it is critical to have this information?
 3. Where do I think this information is located? Who has it?
 4. How much time and money will it take to produce it?
 5. If provided, what difference will it make to my decision?

- Types of assumptions p.56:
 - Context (interpret case context reasonably)
 - Normal state of affairs (avoid creating “special circumstances”)
 - Decision criteria (decisions based on non-stated circumstances must be clearly identified, e.g. 3 year payback period)
 - “If A then B” assumptions (How do you know?, consider “If A than not B”)
 - The “perfect person” (e.g. hire the perfect consultant)

- Do not read the case over and over again, have a road map and use the “short cycle approach”
- Manage your time to avoid interruptions
- Set time limits – no analysis gets ever “complete”
- Additional reading before case readings

Additional Material

<p>Defining the issue</p>	<ul style="list-style-type: none">▪ Stating problems and questions concerning task understanding▪ Defining scope of task▪ Idea generation (brain storming)
<p>Gathering information</p>	<ul style="list-style-type: none">▪ Statistical data upload▪ Sharing of articles▪ Making assumptions
<p>Analysing information</p>	<ul style="list-style-type: none">▪ Prioritising information▪ SWOT▪ Cause analysis▪ Qualitative and quantitative analysis of case data

<p>Formulating solutions</p>	<ul style="list-style-type: none">▪ Taking a decision▪ Implementation details▪ Draft versions of individual sections
<p>Formulating justifications</p>	<ul style="list-style-type: none">▪ Reference to a similar case▪ Applying theories and models▪ Reference to contextual conditions
<p><i>Managing group work</i></p>	<ul style="list-style-type: none">▪ <i>Task allocation and deadlines</i>▪ <i>Meeting times</i>▪ <i>Document layout and number of pages</i>▪ <i>Explaining usage of PPT or digital library</i>

Case Title

I. SHORT CYCLE PROCESS

	Name	Position
Who:		
	Issue(s)	
What:		
Why:		
When:		
How: (_____, _____, _____)		
	Analytical, Conceptual, Presentation	

- Decision makers & responsibilities
- Issues & Significance
- Reasons
- History / Trends

II. Long Cycle Process

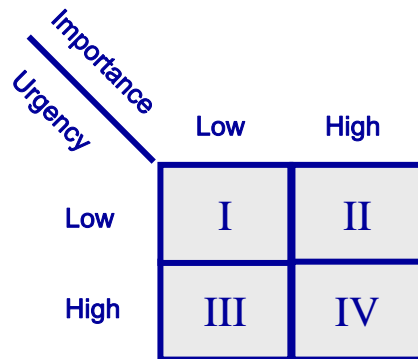
A. Issue(s)

Immediate

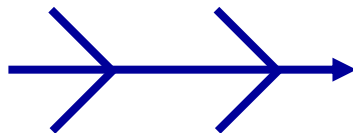
- 1.
- 2.
- 3.

Basic

- 1.
- 2.
- 3.



B. Case Data Analysis



- Specific vs general decisions
- e.g. limited time frame
- e.g. Make of Buy
- Eisenhower “about the priority of case issues”
 - I Do it
 - “II Delegate / III Postpone”
 - IV Forget
- Cause Effect Diagram: Analysing & Sharing Views

II. Long Cycle Process (continued)

C. Alternative Generation

- 1.
- 2.
- 3.

D. Decision Criteria

- 1.
- 2.
- 3.

E. Alternative Assessment

Quantitative	+	N	-
Qualitative	+ N -	+ N -	+ N -
Decision	Go Go ?	? No No	? No No

- Creativity
- Theories & concepts from readings
- Likelihood of events vs uncertainty of outcomes
- Assessment measures
 - Quantitative
e.g. profit, cost, ROI, inventory turn, risk
 - Qualitative
competitive advantage, employee morale, ethics, flexibility, motivation

F. Preferred Alternative

Predicted outcome

G. Action & Implementation Plan

Timing
Milestones

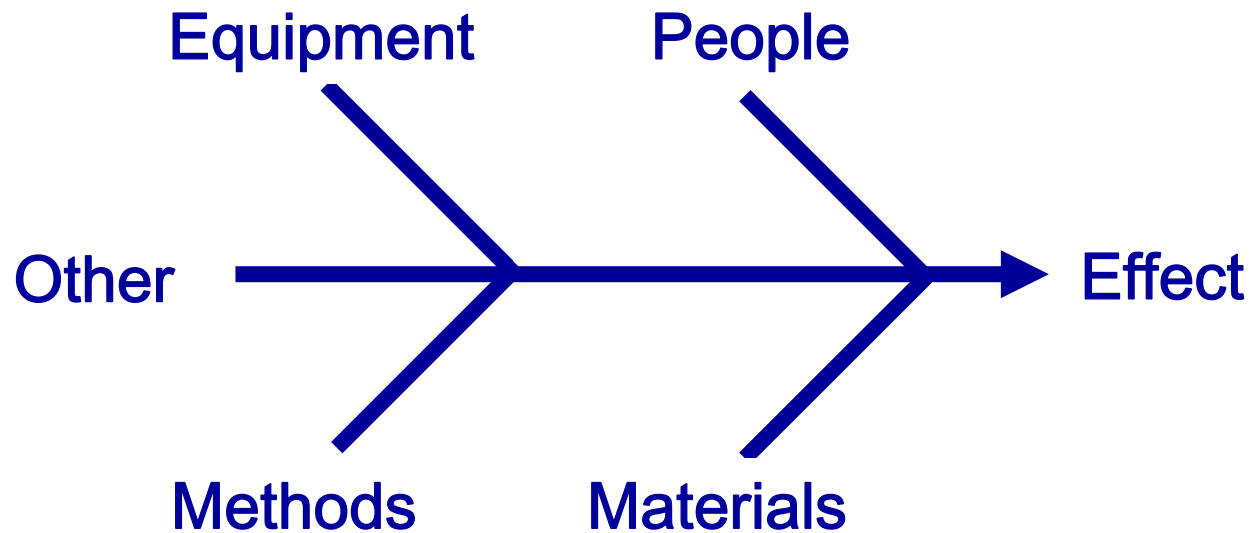
Who
What
When
Where
How

Missing Information

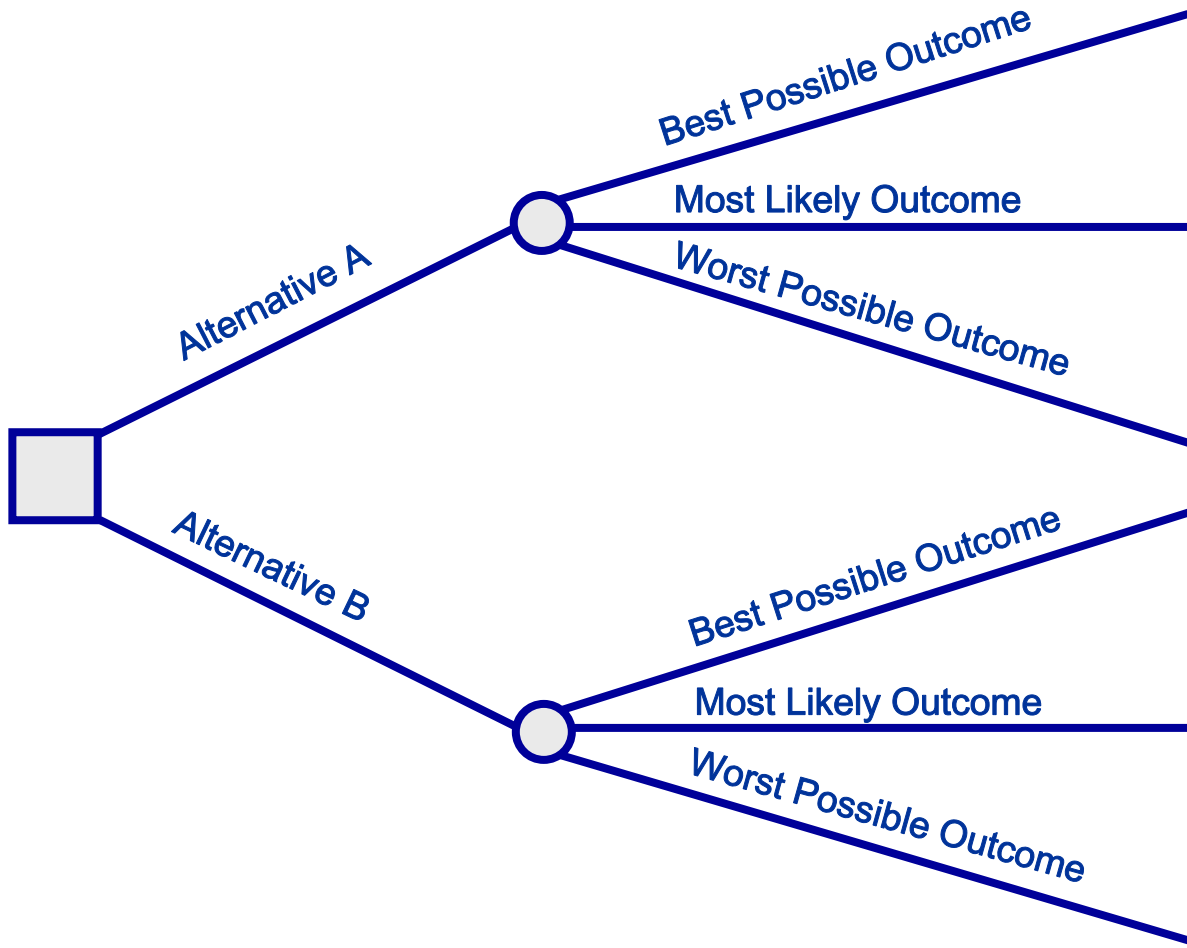
Assumptions

- Rarely only one sensible course of action
- Multiplicity of objectives and actions require consistent argumentation
- Action (& Contingency) Plan

Tools: Cause – Effect – Diagram (2.b)



Tools: Decision Tree diagram (2.d)



Tools: Alternative Analysis Matrix (2.f)

Alternatives	Decision Criteria			
	Cost	Time	Ease of Implementation	Customer Satisfaction
1.				
2.				
3.				
4.				