

A NEW APPROACH TO CASE WRITING

Faculty Vs. Students

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CASE METHOD

WHAT IS A CASE CREATION?

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ABSTRACT

In every school of Business across America and other parts of the World the *Case Method* is widely used in teaching students to solve real business situations. Simply put, it is a case, which you see in your text at the end of every chapter. That case was put together by someone like you, by a professor, or by a case writer. They just reported a real, current situation of some business with a past history, problem, issue, and concern. What a writer wants from the reader is a solution to the problem proposed. If somebody can write a case, there is no reason that you cannot.

INTRODUCTION

All good cases are in depth descriptions of a business, focusing on some issues, which need attention from experts called business consultants. The best way to handle this will be to find a connection to your area of interest. You can also write a case on your current job or on your family business. If you do not have either, then find a friend's business, Mom's or Dad's

Possible Outlines for Case Creation

Management Cases

Marketing Cases

Introduction

Introduction

employer, or a neighbor. Connections are important in getting the information you need because people are reluctant to give you income statements or a balance sheet or real profit figures. Take them into confidence, and change the names and situations so that it becomes anonymous. Protect the party in all cases. You are not trying to reveal somebody's business secrets, but you are learning from a situation and trying to find a solution.

This business situation could be product or service (tangible or intangible), domestic or international, public or private, profit or non-profit. Your job is to comprehensively report the history of the business along with its present SWOT analysis, identify its key personnel and analyze its marketing mix. If possible, draw its organizational chart. Describe problems and root causes of the problem. Report its management and marketing policies. If possible, find the business' balance sheet or income statement and its sales profile. Finally, develop at least three or more questions, which lead to the main issues in the case.

Always support your case with **secondary research** from the library and provide **footnotes** and **bibliography** or **endnotes**. In case writing, **primary research** is via your personal connections.

History /environment

Market analysis/environment

Personnel/location

Past history/financial

Organizational Chart

International position

Problem and Concern

Customers profiles/needs & wants

Global impact if any

Segmentation and targeting

Financial, sales, profit or loss,
Market management strategies
income statement, balance sheet, etc.
Product
Management & marketing strategies
Price/profit
Strength, weaknesses,
Place
opportunities, threat (SWOT)
Promotion
Planning and management strategies
Sales and profit trends
Possible lead questions
Possible lead questions

Endnotes or footnotes and bibliography
Endnotes or footnotes and bibliography

Usually minimum 10 pages typed per person

What is a Case Solution:
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ABSTRACT

Cases somehow have a set *format* which is really against the norm in business. In business it all depends on the situation (Contingency approach). Your solution will be different from another student doing the same case. Any case solution is 100% acceptable as long as you defend and support well your position, but must adhere to **suggested format or structure**. In a case solution you never ever answer the question of the case. These lead questions help you identify major problems and issues in the case so that you can develop many possible options from which to solve the case.

INTRODUCTION

Provide a solution to the case which you have developed (Case Creation). Your Case Solution should include the following **FORMAT** with these sections clearly visible in **bold face** letters.

1. Case analysis/overview
(not more than 1/2 half page)

A bird's eye view /abstract or a summary. This is simply a synopsis of case creation for the reader. A reader should be able to get the basic idea about the case, without reading ten pages of the case creation.

2. Problem(s) Recognition

If you have not developed the case creation and you are solving a text case, then first read the case questions before you read the case. These questions will help you focus upon the issues easily. Read the case again and take notes. In this section you identify problems. Correct identification of the problem will give you the correct solution to the case or vice versa. In the computer world we say garbage in and garbage out. The computer is a human made machine. You need to tell the computer what to do, or enter the right input in order to get the right output. In conclusion, it is crucial to correctly identify the problems.

3. Development of alternatives

Advantages and Disadvantages of each

Here you can develop many options or possibilities to solve the dilemma you are facing. You probably overheard that there are many ways to skin the cat. For example, you want to get married; you have some possible boys to select from. I am sure you will talk to people, put your intelligence system together and find out about them. Find anything you can to make sure you marry the right one. You probably will

take a piece of paper and jot down advantages and disadvantages of each. Soon it turns out that few will be Stars, some Cash Cows, certain Question Marks and any which you will drop right out will be Dogs.

In a nut shell this is a very crucial section; it is easy to put a few pages together. Different people will have different options based on their educational background and work experience. There are unlimited possibilities. You can be very unique in developing alternatives.

4. Selection of best alternative(s)/Decision making process/A particular course of Action and Recommendations

In this section you select one best option or options to solve the problem. This will require explicit explanation of your final decision. Expand in detail with facts. Provide specified recommendations. Design a marketing or management strategy. For a service business describe how you are going to change its intangibility to tangibility - e.g Prudential Insurance uses “Rock” in their advertisement. Outline step by step timeline or strategy of planning. Provide marketing mix or management functional mix. Describe how you are going to manage the unmanageable factors. Outline new organizational structure or marketing position. Describe marketing or management theoretical models to support your recommendations.

5. Evaluation & Control / Monitoring performance

This last section is a technique to gauge the end result of your recommendation some time in the future,

usually 3, 6, 9 months or one year apart. This shows beforehand your plan to check if your recommendation will work. If the answer is yes then Bravo! If not, then what do you suggest for your client to do? This is a control procedure technique loaded with corrective action strategies if something goes wrong.

Usually 10 pages minimum typed.