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|  | **PBL BUSINESS DECISION MAKING**  **CASE STUDY** |  |

**PARTICIPANT INSTRUCTIONS**

1. You have 20 minutes to review the case.
2. Presentation time is seven minutes. At six minutes the timekeeper will stand and hold up a colored card indicating one minute is left, and at seven minutes the timekeeper will stand and hold up a colored card indicating time is up.
3. The presentation is interactive with the judges who will serve as the owners of a real estate company in need of expanding in order to handle the increasing work load of clients.
4. Each team member will be given two note cards. Note cards will be collected following the presentation.
5. All team members must participate in the presentation as well as answer the questions posed by the judges. Cover all the points described in the case.

**PERFORMANCE INDICATORS**

* Discuss the benefits/drawbacks associated with increasing staff members within a company.
* Discuss the relationships needed to work with a unique clientele.
* Provide a detailed plan as to how the implementation of adding new staff will take place.
* Discuss the importance of compiling accurate data to substantiate decisions.

CONTINUED

**CASE STUDY SITUATION**

Your consulting firm has been contacted by USA Realty, a real estate agency located in a small, affluent city in the Washington, DC suburbs. USA Realty specializes in placing transient, international clients such as foreign diplomats and the United States Department of State employees. The typical length of each stay is three to five years. Over the past 15 years, USA Realty has developed a strong reputation for customer service and delivery.

As such, many of the international companies in the area have begun to contract the services of USA Realty for placing their staff members. USA Realty has been able to handle the steady increase of clients until the past few months where there has been a significant increase in the number of requests. The five owners are currently the only full time agents.

During the busy times of the year such as the beginning/ending of school or after the holiday season, the agency has brought in part time agents or trainees. There has never been a need to keep these agents or trainees full time. However, the owners are finding that they all want more time with family or need time off to enjoy life. The owners feel it is necessary to bring on some of the higher performing agents/trainees after the busy seasons to assist in filling the gaps in representation.

Prior to making a final decision on the matter and establishing a plan of action, the owners are needing your team’s expertise in determining what the parameters will be for deciding how many to agents to keep, the benefits/drawbacks of such a decision, and how they will be utilized once they become full time agents with the company.

# Things to Consider

Your consulting team has set up a meeting with the owners to discuss the details of your plan and to answer any questions that they may have. You will need to address the following in your plan:

* What the scenario is and the scope involved
* State your position and why
* Offer effective solutions for meeting the needs of the owners
* Provide a comprehensive plan of action with benefits/drawbacks of each item

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|  | **PBL BUSINESS DECISION MAKING**  **CASE STUDY**  **JUDGE’S INSTRUCTIONS** |  |

**JUDGING THE PRESENTATION**

1. This is a role-playing event with judges portraying the owners of a real estate company in need of expanding to keep up with a growing workload.
2. After the introductions, you should begin the meeting by welcoming the team members. The team members will then begin their dialogue with the owners (judges).
3. This is an interactive event, so treat the presentation as a conversation. Each of the members of the team should provide some feedback and guidance. The time allowed is seven minutes for the conversation. A timekeeper will stand at six minutes and at seven minutes the timekeeper stand and hold up a colored card indicating time is up.
4. After asking the standard questions listed below, you may ask other questions specific to the current team. However, if you do this for one team, you must ask additional questions to all teams.
5. You will close the event by thanking the team members for their input. The participants will hand in their note cards before leaving.
6. Complete the rating sheet.

**JUDGES’ INSTRUCTIONS**

Your company has contracted a consulting firm to provide insight and guidance about expanding the operations of your realty company. USA Realty, a real estate agency located in a small, affluent city in the Washington DC suburbs, specializes in placing transient, international clients such as foreign diplomats and the United States Department of State employees. The typical length of each stay is three to five years. Over the past 15 years, USA Realty has developed a strong reputation for customer service and delivery.

As such, many of the international companies in the area have begun to contract the services of USA Realty for placing their staff members. USA Realty has been able to handle the steady increase of clients until the past few months where there has been a significant increase in the number of requests. The owners (judges) are currently the only full time agents.

During the busy times of the year such as the beginning/ending of school or after the holiday season, the agency has brought in part time agents or trainees. There has never been a need to keep these agents or trainees full time. However, the owners are finding that you all want more time with family or need time off to enjoy life. You believe it is necessary to bring on some of the higher performing agents/trainees after the busy seasons to assist in filling the gaps in representation.

Prior to making a final decision on the matter and establishing a plan of action, you are needing the consulting team’s expertise and assistance in determining what the parameters will be for deciding how many to agents to keep, the benefits/drawbacks of such a decision, and how they will be utilized once they become full time agents with the company.

# Things to Consider

The consulting team has set up a meeting with the USA Realty owners to discuss the details of their plan and to answer any questions that you may have. They will need to address the following in their plan:

* What the scenario is and the scope involved
* State your position and why
* Offer effective solutions for meeting the needs of the owners
* Provide a comprehensive plan of action with benefits/drawbacks of each item

There is no right or wrong answer to the event. However, the ability of the team members to defend their plan based on the facts provided (and those that you care to add) should be the basis for the score. The team members should present their plan with clarity and conviction.

Feel free to enhance the story as much as you want, but if you enhance it for one team, make sure you enhance it for all the teams.