

Paper Grading

Management Case analysis

Find the roles of the Three key constituents

- People
 - The organization's human resources
- Stakeholders
 - Individuals formal and informal groups with a stake in the company
- Money
 - Follow the flow of money

State the Complicating factors

- Ethics
 - Ethical dilemmas
- Social responsibility
 - The correct amount?
- Globalization
 - The convergence of markets, organizations and ideas into an interrelated interdependent business, government and civil society landscape

Why case studies

- Case studies require
 - The application of theoretical constructs to actual scenarios - it's not about reproducing memorized concepts in the form of a "data dump"
 - Cite the knowledge from the class
- The consideration of a range of theories, concepts, subject matters and ideas
- Students to operate outside their comfort zone

What Case Studies are

1. Case studies contain information that sets a real life possible scenario
2. there is typically no clear starting point or magical footpath leading to the optimal out
3. The initial perception of the focus of the case is frequently unclear

Common errors

1. Fail to understand requirements
2. Not reading the case with precision to determine what's actually relevant
3. Misunderstanding the key issue and the supplementary issues that underlie the key issues
4. Making assumptions that are incorrect, unrelated, illogical or over-complication.
Three tests for assumptions to pass:
 - a. Given the information in the case is the assumption reasonable
 - b. Would a casual reader agree with the assumption
 - c. Would an informed reader agree with the assumption
5. Arriving at a recommendation that is not supported by the analysis
6. Misinterpreting quantitative data and/or emphasizing quantitative data while minimizing the qualitative data and/or failing to use an appropriate balance of both
7. Over-using graphics (including illustrations, tables, charts): a "Picture" is not a substitute for a well-written thoughtful explanation - "as is evident from the table above, my position is correct" - sorry, but you must analyze the 'table above' and indicate why your answer is correct!
8. Writing too much, or not enough
9. Over-emphasizing a particular component of the case
10. Not working effectively as a group (If the case study has been assigned to a group)

Typical styles

- Cases requiring responses to specific questions
- Cases that are comparatively "open-ended"