***Resource management series***

**Case studies**

**What: Case studies \***

* are written summaries or syntheses of real-life cases  
  based upon data and research
* require you to isolate and think through  
  the key issues involved against both theory   
  and the larger comparative environment
* identify appropriate strategies for the resolution of the 'case'
* weigh the pros and cons of the remedial options/strategies
* recommend and present a rationale for the best resolution

**How:  The process of developing a case study:**

* Define the objective of the case study
* Identify the important players within the organization,   
  the stakeholders or those who have a vested interest in the outcomes
* Identify other target groups of the organization,   
  whether clients or suppliers
* State the official mission of the organization studied
* State the historical mission of the organization
* State the understood mission of the stakeholders in the organization
* Scale the importance of stakeholders,  
  whether in decision-making or effect of consequences
* Outline the formal decision-making process
* Note informal decision-making processes
* Identify the process of production or service delivery
* Identify support mechanisms
* Identify competitors

**What is the organizational context of the profession or of competitors?**

* State the major problem
* State subsequent problems and implications
* State the role of management
* State the role of production/service providers
* Identify strategic issues
* Identify decisions needed to be made
* Identify risk factors
* Identify historical precedents

**Define remedial options**

**Compare options as regards pros and cons, theory, risk factors**

**Make your recommendation and justify**

**Write an executive summary focusing on key elements**