



CASE STUDY

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1. PURPOSE:

The Purpose of Case-Study is to examine and analyse a Real Life Situation recently faced by the Management of a particular organisation.







This analysis should lead to an understanding of the factors responsible for the totality of events described in the case. Participants will analyse the case and suggest a course of action, or alternative courses of action.




ii) The description of events and facts contained in the case is necessarily brief and selective. Students may have to make explicit assumptions concerning the data not provided in the case, and proceed on the basis of these assumptions.






iii) A case-study is not being used as a method of instruction, but as a means of developing one's capacity for analysing real-life work situation, and improving one's decision-making ability.






iv) A case is presented for analysis and decision for action, rather than to illustrate either correct or incorrect management practices. There may be no simple correct solutions or answers for a case.





Participants should explore how certain things could have been prevented, or done better. They should also arrive at recommendations concerning what can be done now?






2. PROCEDURE

- i) The individual study of each case should be done on the following counts:
 - a) What is the problem before the Management?






b) What are the major facts, events and personalities related to the problem? In other words, what are the considerations having a bearing upon the problem?

c) Could the problem have been foreseen and prevented by the Management? How?





d) What courses of action would you now recommend? What can be the alternate strategies, with what probabilities of outcome?

e) Are there any General insights which can be derived from the case?






3. PREPARATION FOR A CASE STUDY:

What Question can I ask myself as I study a case?

Have I read this case carefully?



- ❖ Have I missed any important details?
- ❖ Have I injected any facts that are not actually stated in the case?
- ❖ Am I accepting someone's opinion as Facts?
- ❖ Have I made any unwarranted inferences?

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- ❖ Am I rejecting opinions' as of no value?
 - ❖ Do I feel that not enough facts are given? If so, Am I remembering that in life situations we are never given all the facts' but we must nevertheless make decisions?






What inferences can I make to increase my understanding of this case?

❖ How things reaching their present condition?





What is my estimate of the principal character (or characters) concerning such things as:

- ❖ Abilities
- ❖ Intelligence
- ❖ Social Skills







❖ Life Goal

❖ Level of Aspiration

❖ Clear cut image of self



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- ❖ Similarity of personal values or group values
 - ❖ Feeling of Being accepted by Group
 - ❖ Security level
 - ❖ Unconscious Aggression
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❖ Inner Tension

❖ Anxiety Level


❖ Frustration tolerance





Can I put myself in the place of each of the principal characters and see the situation as He/She sees it? Can I feel His/ Her motives, His/Her emotions, His/Her conflicts His/Her Frustrations, His/Her Ideals?






❖ How are social codes affecting behavior here?

❖ Are there conflicting codes at work?






❖ Is communication difficult among various group members?

❖ Am I classifying someone arbitrarily, thus shutting off thinking about him or giving him characteristics he may not have?





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- ❖ Am I reacting emotionally (disgusted, angry, in favour of’)to something or person, thus blocking my understanding?
 - ❖ Am I assuming the situation was caused by just one thing?




❖ Am I assuming there are only two sides to the problem?


❖ Am I assuming that every statement is either true or false?

❖ What should be done? What action, if any, would I recommend? How should it be done?

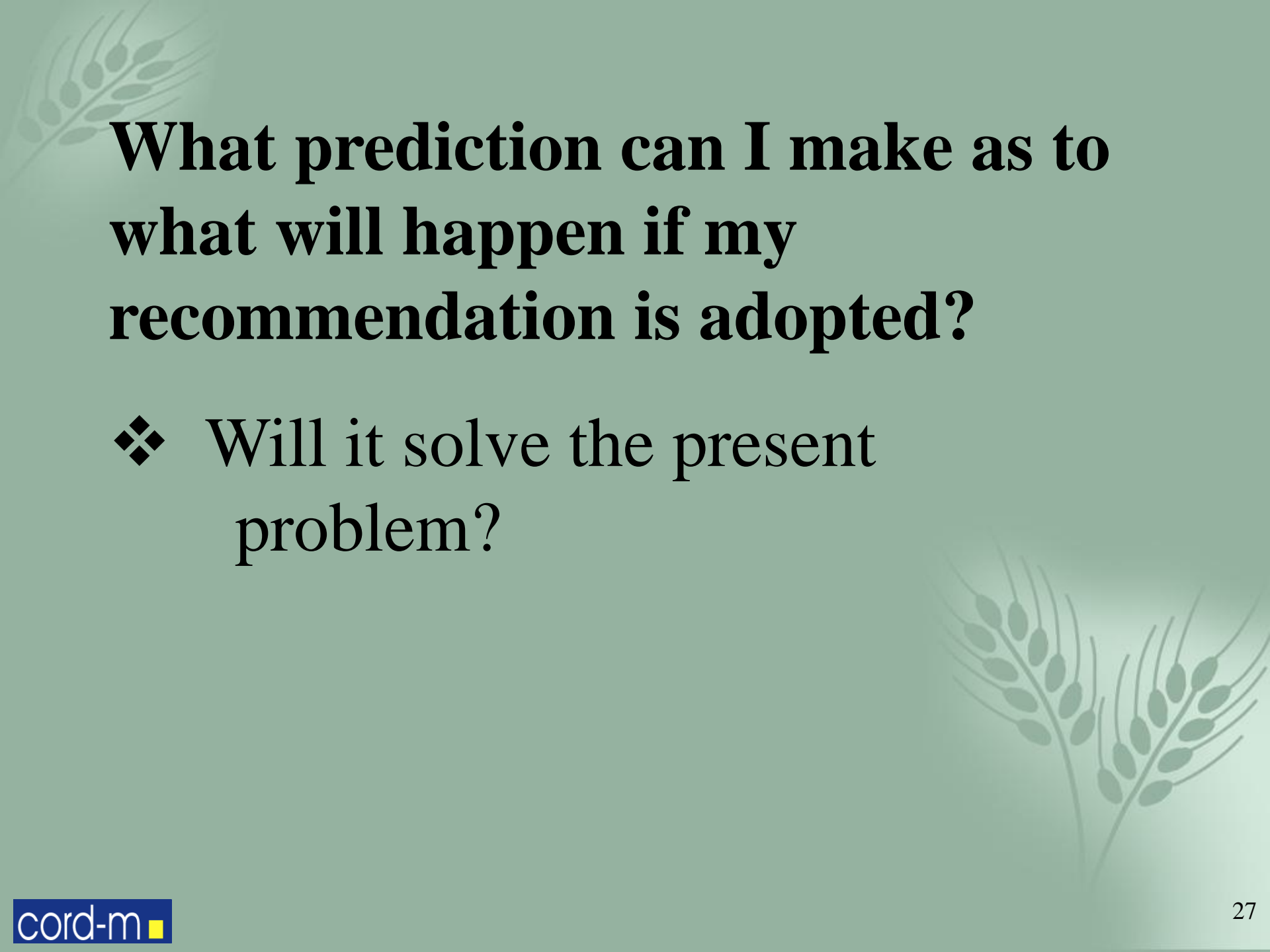
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- ❖ Am I depending on one solution to solve everything?
 - ❖ How many alternate courses can I see?
 - ❖ Merits and Demerits of each alternative
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❖ Have I depended on people already in the case to solve the problem or have I called in a Higher Authority' to wave a magic wand?

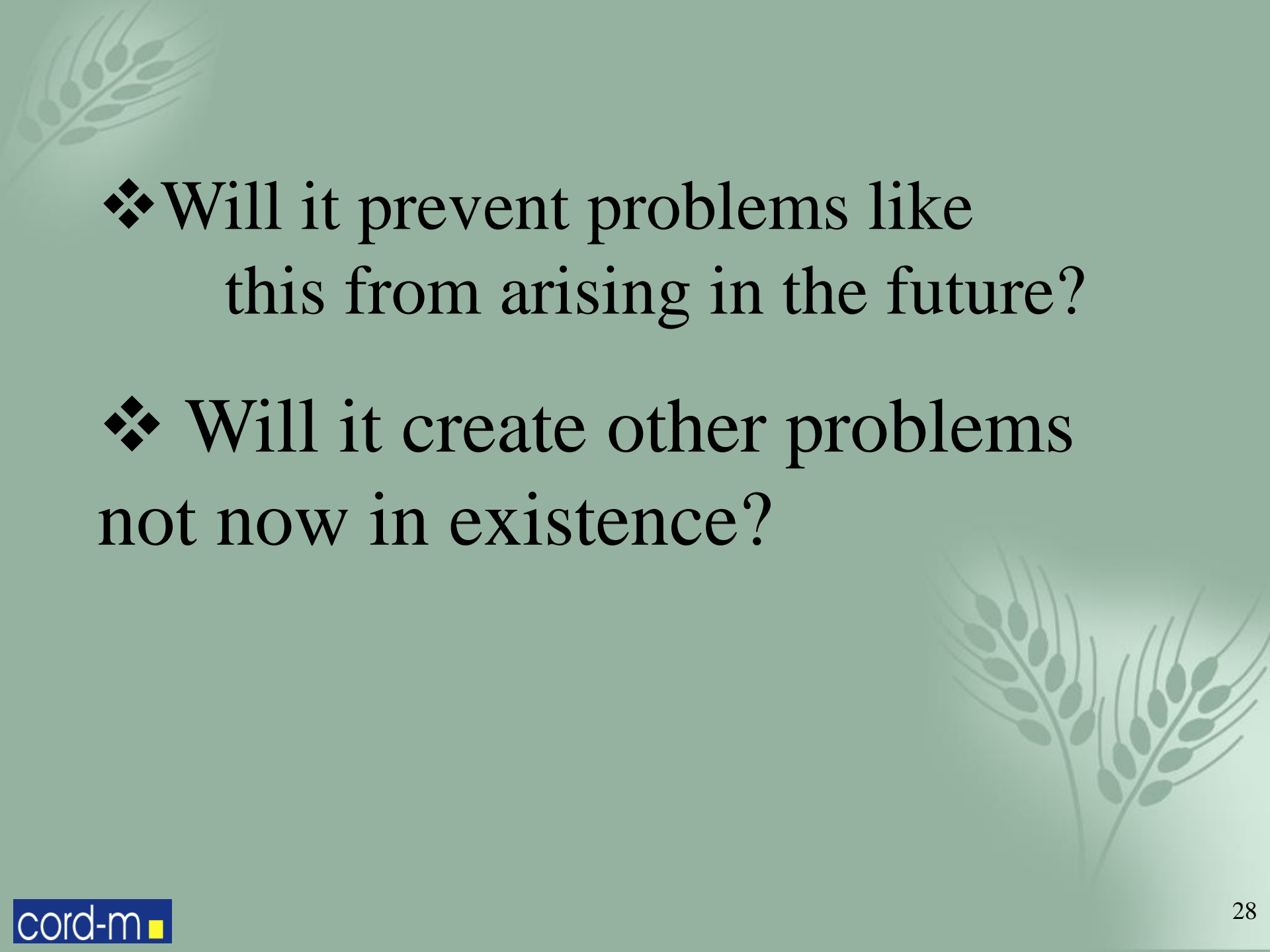


❖ Does the person (or persons) who is to apply the solving action have the necessary skill, knowledge, prestige, and freedom of movement to take this action?



What prediction can I make as to what will happen if my recommendation is adopted?

- ❖ Will it solve the present problem?

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- ❖ Will it prevent problems like this from arising in the future?
 - ❖ Will it create other problems not now in existence?



Have I incorporated any changes as a result of this experience?

- ❖ Do I find myself contributing ideas I had not thought of before?





❖ Am I learning how to present my own point of view more successfully?

❖ Have I modified some of my views as a result of this experience?





Thank You