
Case Study Analysis

A *case study analysis* is not merely a descriptive but, as the term itself suggests, a critical exercise, typically an examination of a situation or institution with view towards making recommendations. Case study analyses are included in many courses to give students a sense of the constraints involved in decision making. Cases are usually based on real situations, although for the sake of confidentiality the names of persons and institutions may be disguised.

Analysis Method

Many methods can be used to analyze case studies. The outline below, although it provides a step-by-step procedure that can be applied in many situations, is not the only feasible approach. Always consult your instructor for the particular requirements of a given assignment.

1. Read the case study attentively at least two or three times. Become familiar with the key points of the situation without adopting a *position* on the case. Read as carefully and objectively as you can.
2. After becoming thoroughly familiar with the case, make notes regarding the main issues as *you see them*. Typically, the instructor will provide prompts or questions to help you focus on these.
3. Consider the question(s) assigned by your instructor. Record all information pertinent to these in the form of case notes.
4. Decide which principles, theories, or models (usually part of the assignment) best apply to the observed facts of the case to prepare your answers. Remember that your analysis is likely to be founded on a specific theory, and avoid solutions based mainly upon personal intuition.
5. Develop your solution in consideration of the principles, theories, or models that you have selected. The assigned questions may require you to consider alternative solutions. Remember the importance of showing not merely your judgement but the basis for it.

Occasionally, case studies are assigned for analysis without specific questions. The student must then devise a framework that will enable the analytical and/or synthetic treatment of strategic issues. One general approach is as follows:

1. Follow steps one and two (above).
2. Identify the key problems and their root causes.
3. Develop solutions to the identified problems. Wherever possible, specify objective or quantitative criteria to assess the solutions (qualitative indicators of success may be too subjective).

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Richard Bailey



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