

CASE ANALYSIS USING THE COARSE METHODOLOGY

The following methodology was developed to give students a prescribe method to analysis cases using a rational decision making process that has been found to develop sound decision making and planning. Each letter of **COARSE** is use to define a specific stage from determining the area that the manager should focus upon to the planning of his/her strategies for change and the monitoring of those actions to ensure success.

Concerns/ **O**bjectives/ **A**lternatives/ **R**isk analysis/ **S**trategic plans/ **E**valuation plans

Situation Appraisal:

Manager/owner wishes to focus their efforts on the activities that will give them the best return for their time and money both in the immediate period of time but also into the future.

Concerns:

- Step 1. List all the concerns that you find the manager/owner is facing
- i.e. Problems, Decisions, Opportunities, Potential Problems

Success Hint: Make sure each concern is specific and not too broad and general

- Step 2. Establish Priority of the concerns by using **SUG**

Seriousness-i.e. this is the \$ needed or at risk, requirement for resources

Using 80/20 Rule (Pareto Principle) if you had 20 concerns overall

- give the Top 3-5 concerns a **H** for High \$
- give the Bottom 3-5 concerns a **L** for Low \$
- give all the others a **M** for medium concern

Urgency- i.e. this the pressures of time

Using 80/20 Rule (Pareto Principle) - give the Top 3-5 concerns a **H** for High (Today!/ Now)

- give the Bottom 3-5 concerns a **L** for Low (Years)
- give all the others a **M** for medium concern

Growth - i.e. this the managers perception of how the concern is changing

Using 80/20 Rule (Pareto Principle) - give the Top 3-5 concerns a **H** for High (Growing)

- give the Bottom 3-5 concerns a **L** for Low (Declining)
- give all the others a **M** for medium concern (Staying)

Success Hint: Do all \$ at one time, then U, then G –
This help focus on the same topic [like apple to apples , oranges to oranges]

- Step 3. Find the **Key Concern** is the major concern that the owners should focus upon

- Write this concern out as a clear statement.
- Give the details [using SUG] to justify why it is the most important to focus upon

Success Hint: if there is more than one- determine the one that will have the most effect on the other one(s) and do it first

If your Key Concern is a Problem then you need to look for the cause [not just a symptom] then it's a matter of analyzing your choices to determine which one would solve your situation the best.

Decision Analysis: manager wishes to make the best decision from the choices she/he has

Objectives:

Step 1. Write out your decision statement: e.g. To determine the best means by which to

Step 2. Thinking of the things you would like the decision to satisfy /solve [Criteria to making a choice] and list these criteria. These are the decisions Objectives [**Usually 6-8 minimum**].

Success Hint: These Objectives can be derives from thinking about the 3 R's [Results, Resources, Restrictions] e.g. If I was looking for a Computer what things are important in making the final decision the best possible:

Results:	Resources:	Restrictions:
Size of RAM	Cost	Weight
Size of Hard drive	Purchase options	Suppliers [local]
Screen size	Service centres	Carrying size
		Networking Capabilities ETC

Step 3. Find the Objective that you think is the most important!
Give it a **Weighted Value** of [10]

Step 4. Compare the importance of the other Objectives to the most important one in step #2.
Give them **Weighted Values** of [10-1]

Success Hint: Remember no Objective can have a value of 0
You can duplicate values if they are equally important

Alternatives:

Step 1. Make a matrix table

Step 2. List your Possible solutions [Alternatives] that have come from all sources: i.e. self, employees, suppliers etc. across the top of the matrix. [you should come up with **6-8 potential choices**]

Step 3. Put your **Objectives** in the Matrix along with their **Values**

Step 4. Looking at the first Objective –look across all the alternatives and choose the alternative that best satisfies it.
Give it a **Score of 10**

Step 5. Compare the other alternatives to the one you scored as the best [10] in meeting that objective.
Give them **Scores** [10-0]

Step 6. Go to the next Objective and repeat Steps 4 & 5, Repeat for all the other Objectives one at a time!

Success Hint: Remember each objective must have a score of 10 given to at least one of the alternatives

Step 7. Use the **Weighted Value** for the Objective and the **Score** for the Alternative **Multiply** them together and get the **Weighted Score** for each Alternative

Step 8. Add up the **Weighted Scored** for all objectives for each alternative and get a **Total Weighted Scored**

Step 9. Chose the top 3 **Weighted Score Alternatives** for the next stage!

Risk Analysis:

Step 1. Take the first of the three alternatives you isolated above and prepare. Think of the unknown risks in the future!

Step 2 Write **[If – Then] statements** of the potential risks that you would face if you chose this alternative.

Step 3. Judge the **Probability** - as to the likelihood of it occurring: give the risk a **H** [high], **M** [medium] to **L** [low]

Step 4. Judge the **Seriousness** - as to the impact it would - give the risk a **H** [high], **M** [medium] to **L** [low]

Step 5. Repeat for each risk

Step 6. Repeat above step for the other possible 2 alternatives that rated well in the Matrix

Success Hint: Note you do not do all of the alternatives from the matrix it - is not necessary-this lessens your work!

Step 7. Choose the alternative that you like best based upon the **balance of risk** that you can accept and **the score that it got from the matrix**

This is your **Best Balanced Choice** -Write/indicate it in a clear way!

Strategic Planning:

This stage you need to set out the details and sequence of actions that you intend to take to get your Best Balanced Choice working to:

- A. Meet your Objectives
- B. Minimize the likelihood of the risks occurring

Sequence of Events:

Purpose:

- Ensure that all **Marketing aspects** (5P'S) are done!
- Ensure all the **Operations aspects** [Suppliers, equipment, transportation etc.] are done!
- Ensure all the **Financial aspects** [Funds, credit terms etc.] are done!
- Ensure all the **Human Resources aspects** [Hiring, compensation, training etc.] are done!

Success Hint: Note : Usually this is 1/3 to 1/2 of your report

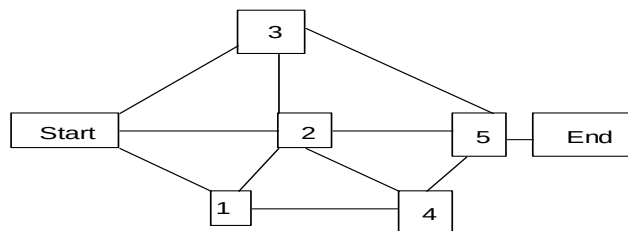
Process:

- Step 1. Ask yourself what will be happening in the END that indicates your plan was successful.
Put this to the right side of your page.

Success Hint: [What do you see? Your vision of being successful and all that is happening /people are doing!]
e.g. Your factory is running at capacity with happy employees turning out neat products every customer wants.

- Step 2. What things had to be working properly to get to this last point [END].

Put them to the left. Draw lines from them to the END. This is how you should start to make a **PERT diagram**



- Step 3 At each point ask yourself what is needed to get to that point, and so on until you get to where you are now at the **START**.

Success Hint: You should plan the details of what you need to do very carefully for each of
Marketing, Management, Operations and Finance.

Ask yourself "What could go wrong?" Put in actions- proactive/reactive to TAKE CARE OF THE RISKS

- Step 4. **Critical path:** Estimate the time needed between each step. Find the path that takes the MOST TIME .

Evaluation plans:

It is important for the manager to determine what means they are going to monitor the different actions that are setup in their Strategic Plans to ensure that all events occur as desired.

Success Hint: Pay close attention to the **CRITICAL PATH** in your PERT Diagram

Set out details for monitoring your actions by listing:

What is the most important things that you need to watch [high risk of going wrong or getting delayed]

Who specifically has the responsibility for monitoring and reporting any deviations from plans

How should the monitoring be done

Where locations might also need to be addressed as all locations may not need monitoring

When should they be specifically monitoring the key areas and reporting on the progress

- **Written Analysis** is to have all areas in **COARSE** and may be 4-5 pages in total length.
- **Oral Presentations** are to follow the same format using Power Point or overheads to make key points.
[Note: A One page Executive Summary is required for each person in the case class]