



WHY THE CASE METHOD?

COMM 487:ADVANCED TELECOM MANAGEMENT & LEADERSHIP



THE LECTURES

- Case Prep
- Case Analysis
- Teamwork
- Presentations
- Crisis Management



TEXT READINGS

- Chapters 2 & 8 What is a Case, How to Discuss
- Chapters 3, 9 How to Analyze, How to Write
- Chapters 5, 10, Problems, Problem Essays
- Chapters 6, 11 Decisions, Decision Essays
- Chapter 7, 12 Evaluations, Evaluation Essays



THE CLASS METHOD

- Prep Case (Individual)
- Discuss, Finalize Prep w/ Team
- Case Classroom Discussion
- Submit Team Prep



THE CLASS METHOD

- Analyze Case (Team)
- Develop Case Analysis Presentation(PPT)
- Present Case Analysis in Class (Team)
- Reflect, Post, Respond “WIL” (Individual)



THE PREP

Read Case Introduction + Conclusion

- What Type Case Does it Feel Like?
- Issues Mentioned?
- Issues Implied?
- **PRIORITIZE** Key Issues



THE PREP

Skim Entire Case, Especially Exhibits:

- Identify Protagonist/s
- Who is S/HE, Them?
- Define Protagonist's Management, Leadership Responsibilities, Priorities
- Goals
- Is Protagonist Fulfilling Required Role?



THE PREP

- Actively Read Case
- Study Exhibits
- Prioritize Issues
- Do SWOT Analysis
- Pose Questions About Case



THE PREP: SWOT ANALYSIS

- Strengths are COMPETITIVE ADVANTAGES...
- Experience, Knowledge
- Unique Characteristics
- Resources
- Geographical Advantage - Location
- Competencies, Capabilities
- Quality, Reputation, Image



THE PREP: SWOT ANALYSIS

- Weaknesses are DISADVANTAGES....
 - Experience, Knowledge GAPS
 - Financial Aspects
 - Reliability, Trust
 - Loss of Key Talent
 - Geographical Factors



THE PREP: SWOT ANALYSIS

- Opportunities
 - Strategic Alliances, Partnerships
 - Product Development
 - Import/Export
 - Innovation
 - Technology



THE PREP: SWOT ANALYSIS

- Threats
 - Loss of Alliances, Partners
 - Price Inflation, Deflation
 - Strong Competition
 - Competitors' New Products
 - Competitors' Innovation

THE PREP: SWOT ANALYSIS

STRENGTH

- USER FRIENDLY PRODUCTS

- FINANCIAL PERFORMANCE

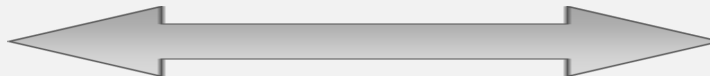
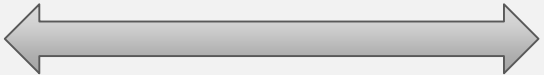
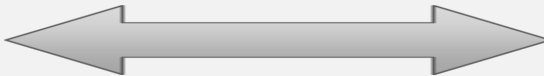
- LEADERSHIP

OPPORTUNITY

- PRODUCT &/OR MARKET EXPANSION

- ATTRACT INVESTORS
- FUEL MARKET SHARE GROWTH

- ATTRACT TALENTED EMPLOYEES



THE PREP: SWOT ANALYSIS

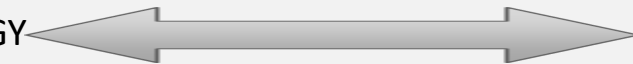
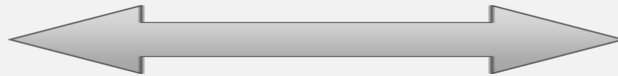
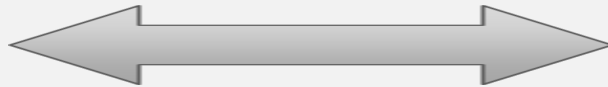
WEAKNESSES

- POOR PRODUCTS

- BAD CUSTOMER SERVICE

- OLD TECHNOLOGY

- UNRELIABLE TECHNOLOGY



THREATS

- NEW, IMPROVED COMPETITIVE PRODUCTS

- COMPETITOR W/ STRONG CUSTOMER EXPERIENCE CAPABILITY

- IMPROVED, NEXT GEN TECHNOLOGY

- 99.999 RELIABLE TECHNOLOGY



THE TEAM PREP

- REVIEW Case with Team
- Prioritize SWOT - Align Positive, Negative Factors
- Discuss Approach
- Discuss Potential Solution

THE PREP: FINAL DOC

I - Typed Page

- Case Type
- PROTAGONIST/S
- I - 4 Major Issues
- Prioritized SWOT
- Questions Case Material Did Not Answer



THE DISCUSSION

- Use Prep as Discussion Note
- Discuss Case Type + Why
- Identify Key Issues: & Implications
- What's the Real Situation?
- Engage Other Teams
- Submit Team Prep After Class Discussion



POST DISCUSSION

Begin Case Analysis + PPT (Team)

REVIEW.... Class Discussion Notes

FINALIZE.....Position Statement, Action &
Contingency Plans

Complete Analysis PPT



THE ANALYSIS

- Case Summary – Type, Protagonists, Responsibility, Issues
- Prioritized SWOT
- Position Statement
- Action Plan
- Potential Impacts to Position Statement & Actions
- Contingency Plan
- Delivered as PPT Presentation



THE ANALYSIS

- Rehearse Presentation
- Consider Audience Questions & Responses
- Submit Team Case Analysis PPT
- Deliver Presentation



CASE TYPES

- Problems
- Decisions
- Evaluations
- Rules – Not Applicable



THE ANALYSIS: PROBLEMS

PROBLEM CASES

- Cause/Effect Analysis
- Examines What Previously Happened
- Often In the Introduction.....As Sales Plummeted, the Company
- Often Involves Negative event/Challenge to Overcome



THE ANALYSIS: PROBLEMS

- “Problems...Outcomes, Results of Actions, Processes,Activities, or Forces NOT Fully Understood”
- Business Problems Stem From Varied Issues...
Management, Market Conditions, Failure to Achieve Budgeted Performance
- Causes...Known, Frequently Unknown



THE ANALYSIS: PROBLEMS

PROBLEM CASES

- Define Problem
- Requires Cause and Effect Analysis/Diagnosis
- Organize Critical Effects
- What should Concern Protagonist?
- WHY?



THE ANALYSIS: PROBLEMS

- Outline 1-2 Possible Solutions
 - Identify Desired & Unintended Outcomes
 - Select most viable Solution
- Develop Position Statement
- Create Action Plan
- Outline Potential Challenges
- Select most likely Potential Challenge &
- Prepare Contingency Plan



THE ANALYSIS: DECISIONS

DECISION CASES

- Look Ahead!
- What Could Happen In Future?
- Often Involves Response to Change....Juanita OR ABC Inc., Faced a Decision that Could Potentially Impact the Entire Market.....



THE ANALYSIS: DECISIONS

DECISION CASES HAVE 5 ELEMENTS:

- Options
- Criteria
- Analyze Options
- Recommendations
- Actions



CRITERIA IS IMPORTANT

- Criteria (plural of criterion) are:
 - Relevant to Situation
 - Determine Best Fit for Case Evidence
 - HELPS Classify Evidence, Point to Decision
 - Defined By Team
 - Best Kept To A Minimum – (2 - 4)

CRITERIA MUST BE APPROPRIATE

- CRITERIA TO CHOOSE A LUNCH VENUE:
- How much time do I have?
- How much \$ to spend?
- What payment method do I prefer?
- What quality food do I prefer?
- What's available in my location?
- How far am I willing to travel?
- Fast food? Takeaway? Sit-down service? Buffet?



THE ANALYSIS: DECISIONS

DECISION CASES:

- Decisions Based on Criteria
- Criteria Essential to Making Best Choice
- Choices Fairly Clear.....One Choice...Assumed.....
- Do Nothing



CRITERIA: AN EXAMPLE

- **DECISION TO HIRE YOU!**
 - Current Skill Level?
 - Ability to Learn?
 - Growth Potential?
 - Likelihood of Success in Job? Culture?
 - Personal Attributes Match to Job Requirements?
 - Personal Values?
 - Availability? Cost?



BUSINESS STRATEGY CRITERIA

- Firm's Core Competencies?
- Probable Future Competencies?
- Does Growth Potential Exist?
- Brand Loyalty Exists?
- Embrace/Avoid Risk Culture?
- Current/Future Financial Resources?
- Alignment to Vision, Non-Economic Goals?



ANALYSIS: EVALUATIONS

EVALUATIONS:

- What Previously Happened?
- No Obvious Decision To Make
- No Problem To Solve
- Has Sufficient Information To Assess...
Leadership/Management Issue(s)



ANALYSIS: EVALUATIONS

- Evaluations have 6 Elements:
 - Criteria
 - Terms
 - Evaluative Analysis
 - Bottom-Line Judgement
 - Qualifications
 - Actions



ANALYSIS: EVALUATIONS

- Bottom Line Conclusion
 - Include Factors That Support Evaluation
 - Include Factors That Do Not Support Evaluation
 - Outline Possible Desired Outcomes
 - Outline Unintended (Bad) Outcomes
- Action Plan



THE ANALYSIS PPT

- Summarizes WHO, WHAT, WHERE, WHEN & WHY
- Outlines Relevant SWOT
- Position Statement Presents Conclusion, Evidence, Solution
 - HOW
- Persuade US the Position Has Merit - WHY
- ACTION PLAN
- CONTINGENCY



POSITION STATEMENT

- Position Statement Shows Outcome of Team's Analysis
- Convinces Audience That Conclusion Is Valid
- Offers Credible Evidence to Persuade Audience
- Answers Two Questions – What? Why?
- Resolves The Issue - HOW?
- Directly Aligns to Action Plan – WHAT, WHEN, BY WHOM?

POSITION STATEMENT

- WHAT?
- Position Statement Expresses Conclusion
- WHY?
- Evidence Supports Conclusion
- HOW?
- Succinctly Outlines Solution



POSITION STATEMENT

- **EXAMPLE**

- Rogers took over an organization that rewarded the politics of self-interest and expected leaders to be virtually dictatorial (WHAT). They had lost Bennett, the tyrant who made the Division work(WHAT). The market is also changing. The Division's problems stem from three sources: a lack of new vision, Rogers' leadership weaknesses, and a misaligned organization (CONCLUSION/WHY).
- REQUIRES SOLUTION STATEMENT



POSITION STATEMENT

- **EXAMPLE**
 - The Project C management team should persuade senior management and the Board of Directors to increase the budget by 15 percent, or \$4.2M, and extend the time for completion by four months. (CONCLUSION)
 - Four of the five changes should be added to the project, leaving improvements in GE's management information and support systems for a later stage. The strategic importance of Project C to GE's success in the dishwasher industry demands meeting all of the project objectives, and the four changes are critical to meeting them. (SOLUTION)
 - Failure to do so would put at risk the initial investment and overall competitiveness in the dishwasher industry. (PERSUADES US OF MERIT)



POSITION STATEMENT

- **Organize Position Statement Around...** What? Why? How?
- Position Statement responds to WHAT?
- The Argument Answers WHY? Plausible Evidence for Solution Strategy
- HOW? Succinct Strategy FOR Solution
- HOW Decision Implemented?
- HOW Problem Fixed?
- How Evaluation Conducted?



ACTION PLAN

- **Problem Case Analysis:** Prove Cause/Effect of Problems
- Problem Action Plans
- Solve Key Issues & Outline Steps
 - Fix Weaknesses
 - Reinforce, Increase Strengths
 - Optimize Opportunities
 - Minimize, Eliminate Threats



ACTION PLAN

- **Decision Cases** – make the best recommendation
- **Decision Action Plans** –
- Implement Decision
- Specify Steps That Achieve Desired Outcome



ACTION PLAN

- **Evaluation Cases:** Goal- Improve Performance, Outcome
- **Action Plans-**
- Evaluate Performance, Act or Desired Outcome
- Define Implementation Steps Or,
- Change Recommendation/Evaluation

CONTINGENCY PLAN

- Identify Things That May Go Wrong, Or
- Must Be Addressed
- Decide on Potential Triggers
- Likely Responses
- Select Most Likely To Occur
- Define Company Response
- Outline in Contingency Plan



CONTINGENCY PLAN

- Why Contingency Planning?
- Alternate Outcomes Than Anticipated
- Deadlines Missed, Advanced
- Unanticipated, Unforeseen Reactions Occur
- Competitors Respond
- Market Landscape, Technology Disruption
- Economy Changes

WHAT I LEARNED (WIL)

Demonstrate Individual Learning

- Think About Things Learned
- Reading, Discussing Or
- Analyzing Case
- Post 1-4 Things Learned
- Respond 1-4 Peer Posts



THE CASES

- KT CORPORATION
- HSN: CEO FIXES SHOPPING NETWORK'S CULTURE
- CELTEL: FOUNDER BUILDS A BUSINESS IN AFRICA
- TASTE OF LIME
- NETFLIX
- EXPACTICA TRAGEDY



THE FINAL CASE

- WILL LIME SURVIVE?
- Prep Will Lime Survive?
- Discuss Prep in Class
- Develop Analysis
- Draft Final Case Essay: Case Prep, & Analysis
- Submit Draft, Group Feedback
- Revise Submit Final Case
- Submit Individual WIL Essay