<u>Case Studies: University of Virginia – Darden Business Publishing</u>

- **UVA-C-2193, 2194, 2195 – Fine Print Company (A), (B), (C)**
- **UVA-C-2402, 2403 – JW Sports Supplies (A), (B)**
- **UVA-C-2292 – Johnson Beverage, Inc.**
- **UVA-C-2182 – The Craddock Cup**
- **UVA-C-2294 – BW Manufacturing Company**

<u>Learning Through Case Studies:</u>

Analyzing cases is primarily a process of asking and answering questions. In studying cases, the art and skill of asking the right questions is often as important as being able to answer them. For some cases, the questions are obvious, but for most cases, there will be more questions to explore than may be apparent at first.

Your task in preparing to discuss any case is to learn the facts, identify the problems, establish goals, gather relevant information, draw conclusions, and make recommendations. For this, you must develop a list of salient questions.

One set of answers may lead to another set of questions, and so on. The process is somewhat like that of peeling an onion to get at the heart of the matter. It sharpens your analytical abilities and sets management accounting and control in the context of real business issues that require thoughtful decisions.

Team Case Studies

You will be evaluated on your individual written preparation of the case and your performance in assuming one of the following randomly-assigned roles in analyzing and presenting the case:

- **Chief Executive Officer (CEO)** - [***project manager, group leader, moderator***]
  - present an executive summary to introduce the case
  - keep group on assigned task within the time allowed for discussion
  - insure all members of group have opportunity to learn, participate, and earn the respect of their teammates
  - responsible for seeing that all team members have mastered the learning points in team exercises
- **Chief Financial Officer (CFO)** - [***record keeper, number cruncher, quantitative analyst***]
  - keep records of all team activities
  - when necessary prepare PowerPoint slides of the group's discussion points and conclusions
  - keep a separate list of important questions that arise in the group discussion
- **Executive Vice President (EVP)** - [***spokesperson***]
  - be prepared to speak on behalf of the entire group about the team's activities or conclusions
  - assume the role of any missing team member
- **Lawyer** - [***skeptic, devil's advocate***]
  - question assumptions and conclusions that are made by members of the group
  - prevent the group from committing "group think"
  - take an opposing viewpoint in order to encourage other group members to justify their assumptions or conclusions

CASE PRESENTATION OUTLINE

0. Title Slide

Case Title:
Presenter Names:
Due Date:
Course Name:
Instructor Name:

1. Executive summary
- Background
- Key facts
- Salient issues

2. Questions
- List the big questions
- Sub-list the drill-down questions

3. Assumptions
- Fill in the important omissions in the case
- Defend their reasonableness

4. Decisions to be made
- Frame the major decisions
- Design the reports to inform these decisions
- Identify the data sources for these reports

5. Quantitative analysis
- Process the data
- Report the information
- **This should be the "highlight" and key section of your entire presentation – make the numbers tell a story**

6. Qualitative considerations
- Significant factors that cannot be measured effectively in numerical terms
- E.g., the effect of a decision on the morale of company employees

7. Conclusions/Recommendation

8. SWOT Analysis
- Strengths
- Weaknesses
- Opportunities
- Threats

Here are some rules of thumb for your PPT presentations:

1. Your PPT presentation should include 2 or 3 slides for each section of the outline.
2. Each member of the group should present a fair amount of the slides if your group is called to present.
3. The **Questions** section: You should start with the 2 or 3 "big" questions that should be asked if you were the consulting group hired to solve this case. Underneath each of these "big" questions, you should sub list 2 or 3 "drill down" questions. You should not attempt to answer any of the questions you are posing at this point in the presentation. You are simply getting all the important questions "out on the table," to initiate and guide your analysis of the case.
4. The **Decisions to be Made** section: Remember, you are not yet "solving" the case. You are "framing" the decisions that will have to be made at the <u>end</u> of the analysis. These decision frames should include clear choices between definite alternatives. You do not need to reveal, at this point in the presentation, what your recommendations will be. That will come at the end.
5. The **SWOT Analysis** section should address all four quadrants of SWOT (Strengths, Weaknesses, Opportunities, and Threats). This should be your assessment of the scenario <u>after</u> your recommendations have been implemented.