



Business Challenge Case Competitions and Presentation Skills

CASE OVERVIEW

WHAT IS A CASE?

- ▶ A description of an actual situation, commonly involving a decision, a challenge, an opportunity, a problem or an issue faced by a person or persons in an organization.
- ▶ Sometimes the situation is observational because of confidentiality

Why are Cases Used

- ▶ Cases enable you to learn by doing and to teach others.
- ▶ A form of ‘on the job training.’
- ▶ You take on the role and responsibilities of persons in the organization. People’s jobs or the survival of the firm depend on you .



What People Say About Learning with Cases

“For the first time in my life, learning is relevant and actually fun”

“By putting myself in the shoes of various decision makers, I am rehearsing for my future career.”

“This is not fiction. I know these cases are real. I get a chance to learn firsthand and to practice all kinds of skills I’ll need in my job.”

Information Missing?

- ▶ Management seldom has all the info needed to make the best decisions.
- ▶ Likewise, cases often are missing pieces of info maybe considered necessary for the decision at hand.
- ▶ Helps you to learn to tolerate incompleteness of info and ambiguity.

SKILLS DEVELOPMENT

- ▶ Analytical – qualitative and quantitative
- ▶ Decision making – generate alts, evaluate and choose.
- ▶ Application of theory
- ▶ Oral Communication
- ▶ Time management
- ▶ Interpersonal
- ▶ Creativity
- ▶ Written communication

WHAT'S EXPECTED OF YOU?

- 1) Take an active role
 - teaching others
 - actively participating
 - taking risks
 - learning from others

WHAT'S EXPECTED OF YOU?

2) Follow a code of professional conduct

- relates to ethics
- anchored in a climate of genuine respect, trust and openness
- conducting yourself with civility and openness to diversity

WHAT'S EXPECTED OF YOU?

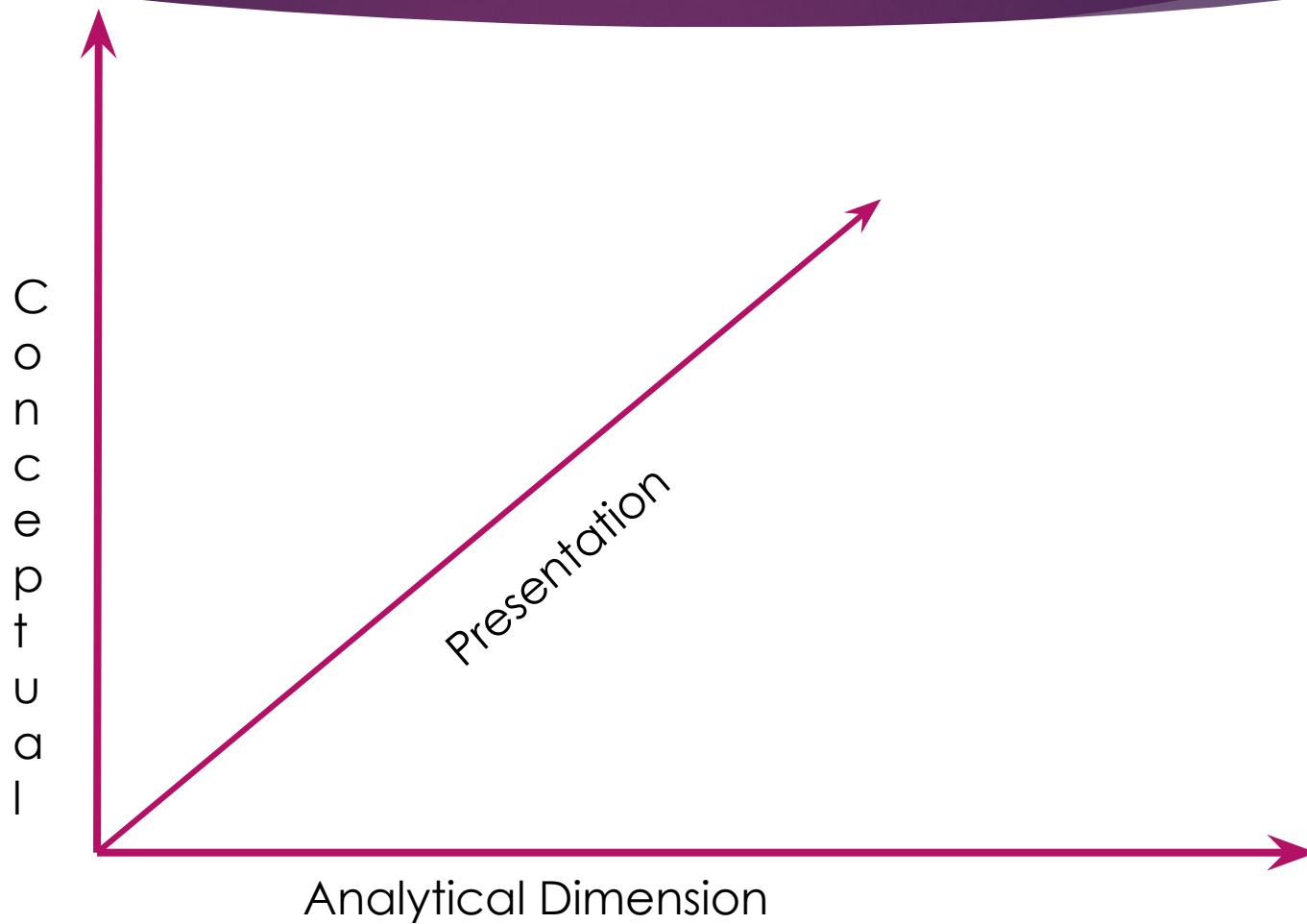
3) Commit yourself to ongoing learning

- commit to continuous learning and improvement individually and in small groups

TIME CONSTRAINTS

- ▶ It takes time to read, analyze and discuss a case.
- ▶ Your goal is to learn how to prepare cases quickly and well.
- ▶ Have a better understanding of where to spend time and develop a process for tackling cases that produce superior results.

THREE DIMENSIONS



PREPARATION

- ▶ Individual – mark up the case as you read
 - use symbols to identify SWOT and profitability issues
 - don't forget the organizational issues that may be behind the problem.
 - learn to recognize red herrings.

PREPARATION

- ▶ Group – teach others
 - encourage others to contribute
 - develop communications skills
 - recognize good ideas
 - foster effective teamwork
 - build confidence
 - build relationships
 - it's important that you don't waste time here.

Power Point

- ▶ Needs to be clear, concise and attractive
- ▶ Cover all necessary information
- ▶ Should take no more than 30 minutes

Presentation

- ▶ This is the practice part.
- ▶ VERY, VERY, VERY IMPORTANT
- ▶ Make sure you know the material and can present in exactly the time allotted.
- ▶ Usually 15 or 20 minutes.

Case Format

Start with an anecdotal story

- 1) Identify Key Issues and prioritize
- 2) Importance and Urgency
- 3) Recommendation
- 4) Internal Analysis
- 5) Environmental Analysis
- 6) Alternatives
- 7) Evaluation of Alternatives
- 8) Recommendation
- 9) Implementation – both short and long term
- 10) Measures of Success
- 11) Contingencies or Risks and Mitigations
- 12) Conclusion – tie it back to your anecdotal story

Willie's Cafe

- ▶ In Groups of six using Willie's Café, generate a SWOT analysis

Willie's Cafe

- ▶ In the same groups of 6 using Willie's Café, evaluate whether or not Van Dyk and Kennard should go ahead with the expansion.

Total Rev		297000			
Catering Rev		44550			
		Expected		Low	
Incremental Sales		110000	65450	90000	45450
Food Costs 30%			19635		13635
Labour Costs 30%			19635		13635
Total Gross Profit			26180		18180
Total Fixed Cost	Utilities		1931		1931
	Vehicle Lease		4800		4800
	Gas & Repairs		2500		2500
	Marketing	50 per month	600		600
	Total		9831		9831
	Return		16349		8349
Investments	Renovations		40000		40000
	Equipment		15500		15500
	Proposal Pkg		1000		1000
	Inventory 5 days	$19635/360*5$	273		189
	Accounts Payable 7 days	$(19635*.10)/360*7$	-38		-27
	Accounts Receivable 30 days	$65450/360*30$	5454		3788
	Total		62189		60450
	ROI	$26180/62189$	26.3		13.8
	Payback in Years	$62189/16349$	3.8		7.2