The case assignments are class writing assignments which are to be written in the form of a business memo. The following guidelines apply to all cases:

a) If you have chosen a past situation, write about it as though it was occurring today and include a brief epilogue in which you describe how the situation evolved,

b) affix a title page containing your name, the name of the assignment, date, class, and your instructor's name to the front of assignment,

c) do not encase the case assignment in a folder or report cover.

d) staple the case assignment in the upper left hand corner,

e) type the assignment, using a 12 font,

f) do not use bold or italics,

g) use the memo format below (leave two spaces after each colon)

To:
From:
RE:

h) use an executive summary and headings (which are titles for subsections of written text),

i) in a heading, capitalize all important words,

j) within the text, 1) capitalize titles when they come before names (e.g., President Clinton, Pope John Paul II) and use lower case when they don't (e.g., the president, the pope) and 2) do not capitalize words like company or department unless they are part of an official name (e.g., the XYZ Company or the Accounting Department),

k) use five spaces to indent the start of every paragraph,

l) double space the memo throughout including between paragraphs,

m) use reasonable margins (three fourths of an inch or more on each side),

n) do not end a page with a heading,

o) use no more than one organization specific acronym per case,

p) do not use qualifiers such as "I feel," "I think," "I believe," or "I am sure that you will agree,"

q) a period or comma which appears after a quotation is placed before the last double quote mark,

r) proofread very carefully. A penalty of one point will be deducted for every three syntax (spelling, grammatical, punctuation, etc.) errors,

s) Your instructor will critique a) Case I for all students and b) Cases II and III for students who earned less than 27 points on the previous case or who have less than 83% of the total points. If submitted for critique by 1:00 p.m. on nonclass days or by 9:00 p.m. on class days, the critiqued case will be ready for pickup at noon two days after submission. If submitted after the specified times (e.g., after 1:00 p.m. on nonclass days), three day turnaround will be given. In most cases, incorporation of suggestions will improve grades received by 1/3 to 1/2 of a letter grade.

t) each case is to be handed in by 12:00 midnight on the due date. If you turn it in after class, drop it off in my mailbox (located behind receptionist's desk in room 310 Melcher Hall). (There will be no
penalty the first time when you submit it after 12:00 midnight on the due date if you submit it before the end of one week from due date. The second and successive times you turn in a late case, five points will be deducted. Cases will not be accepted after one week from due date at 12:00 midnight. Assignments written in WordPerfect or Word can be emailed as attachments (omit macros as macros sometimes contain viruses and I will not use them to print your assignment). Do not email cases written on a Mac because, unfortunately, I typically have difficulty in printing it. Points will be deducted for failure to follow guidelines.

Case Grading Scale

30 Complete and insightful analysis; well written (writing is sharp and clear)
29 Complete basic analysis but lacks degree of insight and clarity of a 30.
28 Good analysis but is missing on several minor points in analysis
27
26
25 Several important flaws in analysis
24
23
22 Major problems with analysis and writeup. Numerous points were overlooked.

After an assessment is made using the above scale, deductions will be made for syntax errors and/or a failure to follow the case style guide. One point will be deducted for every three syntax errors. A given syntax error will be counted up to two times (four misspellings of a word would count as two syntax errors). To differentiate syntax errors from "stylistic suggestions," syntax errors will be double circled. A maximum of three points will be deducted for syntax errors.
Case I Assignment: Ethics

Overview
Choose a work-related ethical decision that you currently face or have faced in the past. Using the sample below as a guide, submit a typed one page description of the decision which clearly identifies the ethical dilemma present within it and which lists the potential solutions that you will analyze. After receiving approval, analyze the decision using the first through eighth (RESOLVED) steps of the RESOLVEDD model.

Assignment
Write a memo to your instructor. In the memo, present (1) the problem and relevant background, (2) evaluate potential solutions by identifying their (i) associated outcomes, (ii) likely impact, and (iii) relevant Pfeiffer and Forsberg ethical principles upheld or violated, (3) your decision, and (4) the rationale behind your decision.

Format and Guidelines for Case 1
Follow the Case Style Guide. In addition, follow the guidelines below:
  a) for each solution, combine outcomes, likely impacts, and ethical principles into one section,
  b) use solutions as subheads, including mention of what solution is in subhead,
  c) page limits: 2 solutions, 3 to 6 pages; 3 solutions, 3 to 7 pages; 4 solutions, 3 to 8 pages, (title page and pages containing only tables and/or figures do not count toward this limit).

Case 1 Proposal (Sample)
by Jane Samplecase

In my firm, there has been an ongoing problem with loading delivery vehicles over their recommended and legal weight capacities for some time now. Due to increasing circulation and publication size, the problem is becoming worse. I have discussed the situation with the CEO and have been rebuffed.

In the case, I will consider the following three potential solutions: 1) continuing my current inaction, 2) informing the authorities, and 3) sending a strongly worded memo to the owner.
Case II Assignment: Power Analysis

Choose one of the following issues and write a memo to your instructor about it. For topics 1, 2, 3, and 4 of this assignment, no proposal is required. For topic 5, a proposal is required.

1) Assess your power base within your organization. Describe how you typically make use of that power base. Critique your use of your power base. Devise and present a strategy for increasing your power base and more effectively using it.

2) For the most powerful person in your organization or work unit, describe the level of power enjoyed and the sources of that power. Identify the ways in which this person typically uses power. Critique this person's use of power and power base and suggest ways s/he might improve the power base and its use.

3) Analyze the status of a person with little "formal" power but who is a very powerful organizational member. Describe the basis for the person's power. Identify the ways in which this person typically uses power. Critique this person's use of power and power base and suggest ways s/he might improve the power base and its use.

4) Map the power distribution in your work group, department, or organization. Identify powerful individuals, their sources of power, the patterns of interrelationships, the flows of resources, etc. Diagram the "power terrain" by including a chart which summarizes the relationships among players. Within the chart, circle organizational subgroups. Also, use dotted lines drawn between groups to represent conflict among groups and solid lines to represent positive relations.

5) Design your own case assignment around a power issue. You must have your topic approved but only if you choose this option.

ASSIGNMENT

Write a memo to your instructor. In the memo, (1) clearly indicate which issue you have chosen, (2) describe the purpose of your case assignment, (3) use power concepts from Gordon in your analysis (clearly label them using the appropriate buzzwords), (4) use brief examples to support some of your observations, and (5) use appropriate headings.

Format and Guidelines for Case 2

Follow the format and guidelines found in the Case Style Guide.

Maximum length of memo should between 3 and 6 pages for issues 1, 2, and 3 and between 3 and 8 pages for issue 4 (excluding title page, tables and figures).
Case III Assignment: Organizational Structure Analysis

Choose 1) or 2) and write a memo to your instructor about it.
1) Describe the structure of your total organization by covering the following points:
   a) description of total organization (size, mission, industry),
   b) identify the unit you will analyze (entire organization, division, department, etc.) and briefly justify
your choice,
   c) within your chosen unit, assess the division of labor on the dimensions of horizontal, vertical (be
sure to include number of levels), personal, and spatial differentiation,
   d) identify the means of coordination used within your unit from mutual adjustment, direct
supervision, standardization of work processes, standardization of outputs, standardization of skills,
(Note: more than one will probably be applicable.),
   e) assess your unit on the organic-mechanistic continuum,
   f) describe the bases of departmentation (function, product or project, customer or client, geographical
location, multiple bases) within your chosen unit (if your chosen unit is a department or a subgroup
within a department, describe departmentation using the relation of your department to other
departments),
   g) assess your organization's size (small, medium, or large), work flow technology (service, unit,
mass, or continuous flow, if relevant), and environment (environmental uncertainty, complexity,
dynamism, and hostility/munificence), and the appropriateness of your organization's structure for size,
technology and environment,
   h) include a diagram of an organization chart for your chosen organizational unit.
2) Design a case assignment around an organizational structure issue. Instructor approval is needed
only for this option.

ASSIGNMENT

Write a memo to your instructor. In your analysis, (1) clearly label structure concepts using the
appropriate buzzwords), (2) use brief examples to support some of your observations, and (3) use
appropriate headings.

Format and Guidelines for Case 3

Follow the format and guidelines found in the Case Style Guide. Maximum length is 8 pages
excluding title page, tables and figures.