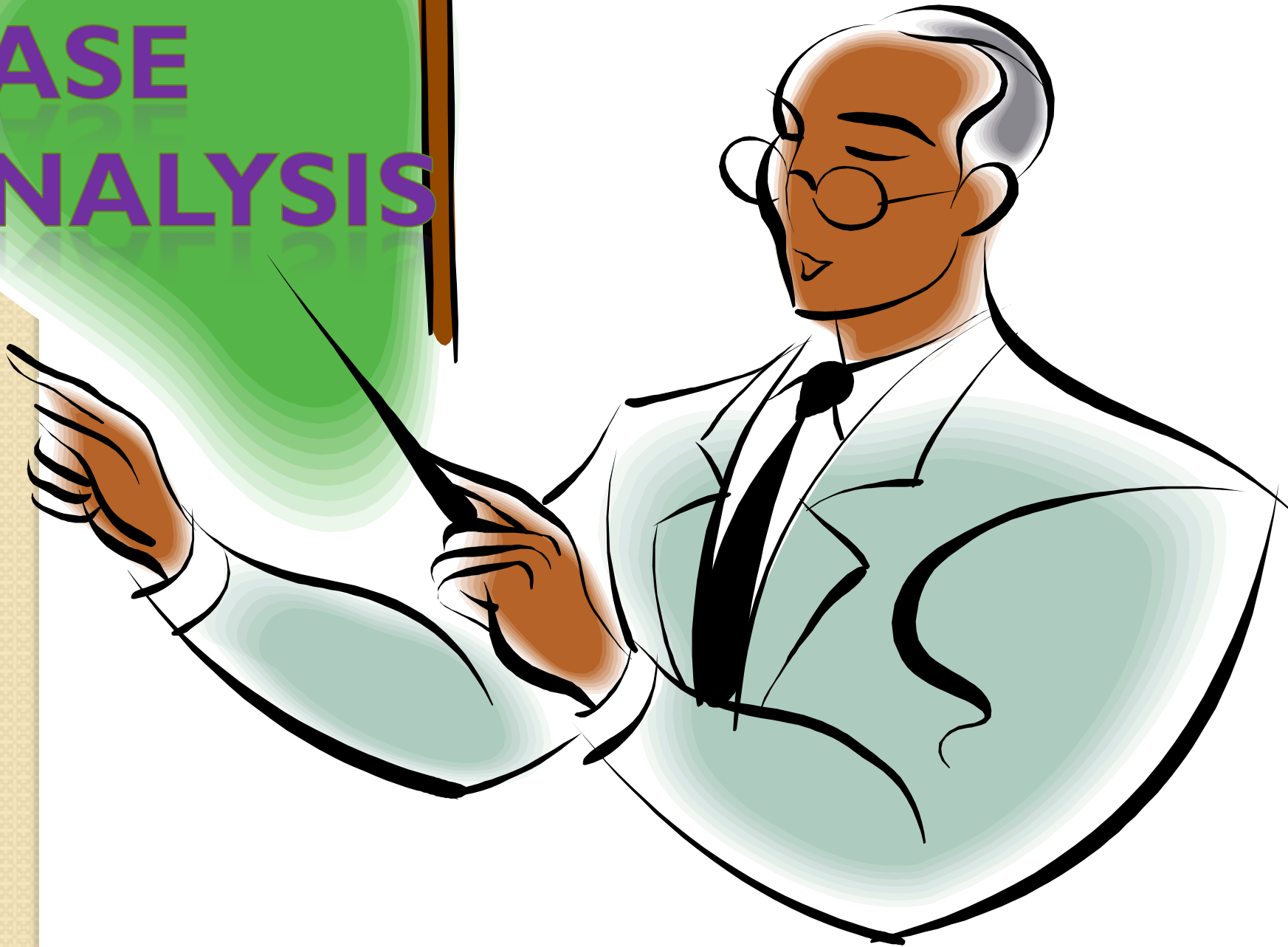
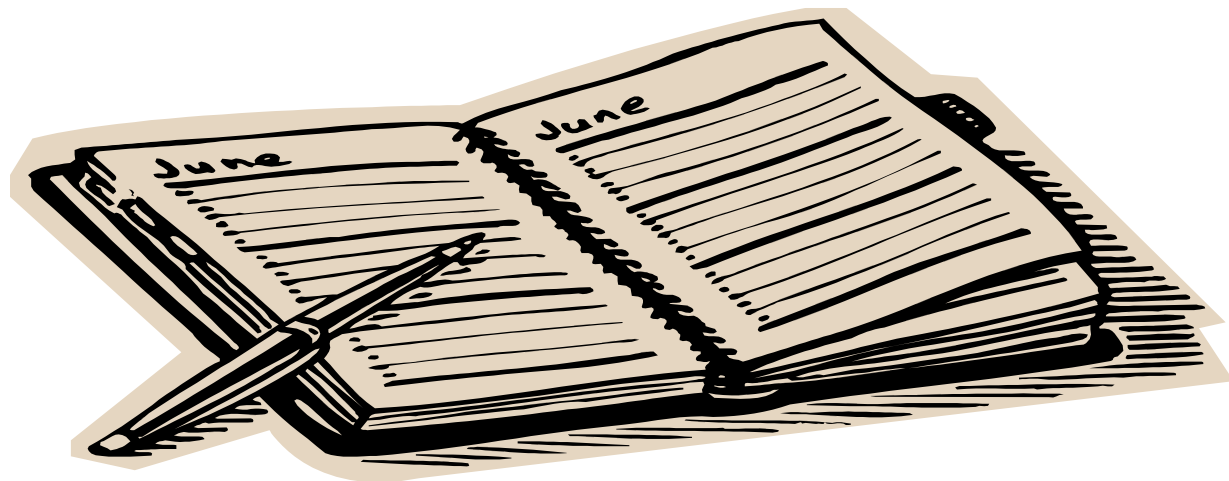


CASE ANALYSIS



What Case Study is

Different forms of qualitative traditions exist and the design of research within each has distinct features (Cresswell, 98). Case study is but one qualitative methodology, the output of which is the case study.



Definition of a Case Study

A case study is a holistic inquiry that investigates a contemporary phenomenon within its natural setting. Specifying particular terms in greater detail:

- The **phenomenon** can be many different things: a program, an event, an activity, a problem or an individual(s).
- The **natural setting** is the context within which this phenomenon appears. Context is included because contextual conditions are considered highly pertinent to the phenomenon being studied either because many factors in the setting impinge on the phenomenon or because the separation between the phenomenon and the context is not clearly evident.

- The phenomenon and setting are a bound system; that is, there are limits on what is considered relevant or workable. The boundaries are set in terms of time, place, events, and processes.
- **Holistic inquiry** involves collection of in-depth and detailed data that are rich in content and involve multiple sources of information including direct observation, participant observations, interviews, audio-visual material, documents, reports and physical artifacts. The multiple sources of information provide the wide array of information needed to provide an in-depth picture

Different types of cases

Case studies can deal with either single or multiple cases. There are two types of single case study: the intrinsic and the instrumental. The **intrinsic case study** is done to learn about a unique phenomenon which the study focuses on. The researcher needs to be able to define the uniqueness of this phenomenon which distinguishes it from all others; possibly based on a collection of features or the sequence of events. The **instrumental case study** is done to provide a general understanding of a phenomenon using a particular case. The case chosen can be a typical case although an unusual case may help illustrate matters overlooked in a typical case because they are subtler there. Thus a good instrumental case does not depend on the researcher being able to defend its typicality though the researcher needs to provide a rationale for using a particular case.

The **collective case study** is done to provide a general understanding using a number of instrumental case studies that either occur on the same site or come from multiple sites. Yin (1999) has described these as analytical generalizations as opposed to statistical generalizations. When multiple cases are used, a typical format is to provide detailed description of each case and then present the themes within the case (within case analysis) followed by thematic analysis across cases (cross-case analysis). In the final interpretative phase, the researcher reports the lessons learned from the analysis. When using multiple cases, the question of how many arises. Too few and generalization is impossible; too many and depth of understanding difficult to achieve. Again the researcher needs to provide a rationale for the cases used.

Whether the study performed is a single case study or a collective case study depends on the type of case that is most promising and useful for the purpose of the research.

Steps to solve the case-

1) *Summary of the case* – It's the summary of the case i.e. what you have understood about the case. You can start like this – “The case revolves under.... ”

2) *Facts of the case* - The important facts of the case which would reveal the problem.

3) *Problem in case* – Highlight the main problems in the case

4) Analysis of problems

5) *Solution to the problem* – Suggest 2 or more possible solutions

6) Analysis of solution

7) *Final solution* - Suggest the best solution which is suitable and fulfills the requirement.

- 1. Title page**
- 2. Table of contents**
- 3. Executive summary**
- 4. Problem (Issue) statement**
- 5. Data analysis**
- 6. Key Decision Criteria**
- 7. Alternatives analysis**
- 8. Recommendations**
- 9. Action and Implementation Plan**
- 10. Exhibits**

1.HONESTY FOR ME

Ajay Mody and Lawrence Almeida were two clerks handling payments from customers in the office Shantanu Steel Ltd. They reported to Mr. Sambare who was the Chief Accountant of the company. Both were appointed recently about one year back.

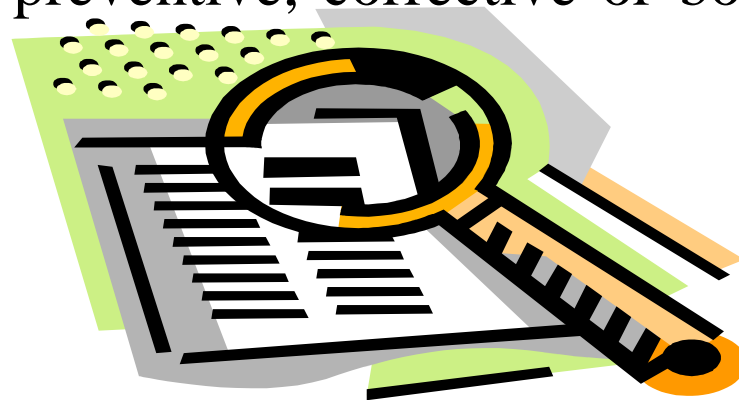
By manipulating the accounts, Mr. Mody was stealing some amount from payments as these were received. During the third month of employment, Almeida learnt of Mody's theft but decided not to tell the management, rationalizing that Mody's personal conduct was none of his business. Almeida did not benefit from Mody's theft. They were but close friends and handled different portions of account



By the time Mr. Sambare learnt of this theft, Mody had stolen about Rs 50,000. During investigation of the theft, it was learnt that Mr. Almeida had known that for several months. At the time of appointment both of them had been instructed by Mr. Sambare that they would be handling money and, hence, strict honesty would be required of them.

QUESTIONS

- a) What issues are raised by these events? Discuss
- b) What disciplinary action, if any, do you recommend for each of the two clerks? Why?
- c) Will the discipline be preventive, corrective or both? What about the process?



2.DESCENT FABRICATORS, NAGPUR

X is a worker in the fabrication unit of Descent Fabricators, Nagpur. X works in the night shift and while on duty, he is found to be heavily drunk. Anantkumar, the supervisor, persuades him not to be drunk while on duty. He turns a deaf ear to the counsel of the supervisor. He perpetuates his practice of being drunk while on duty.

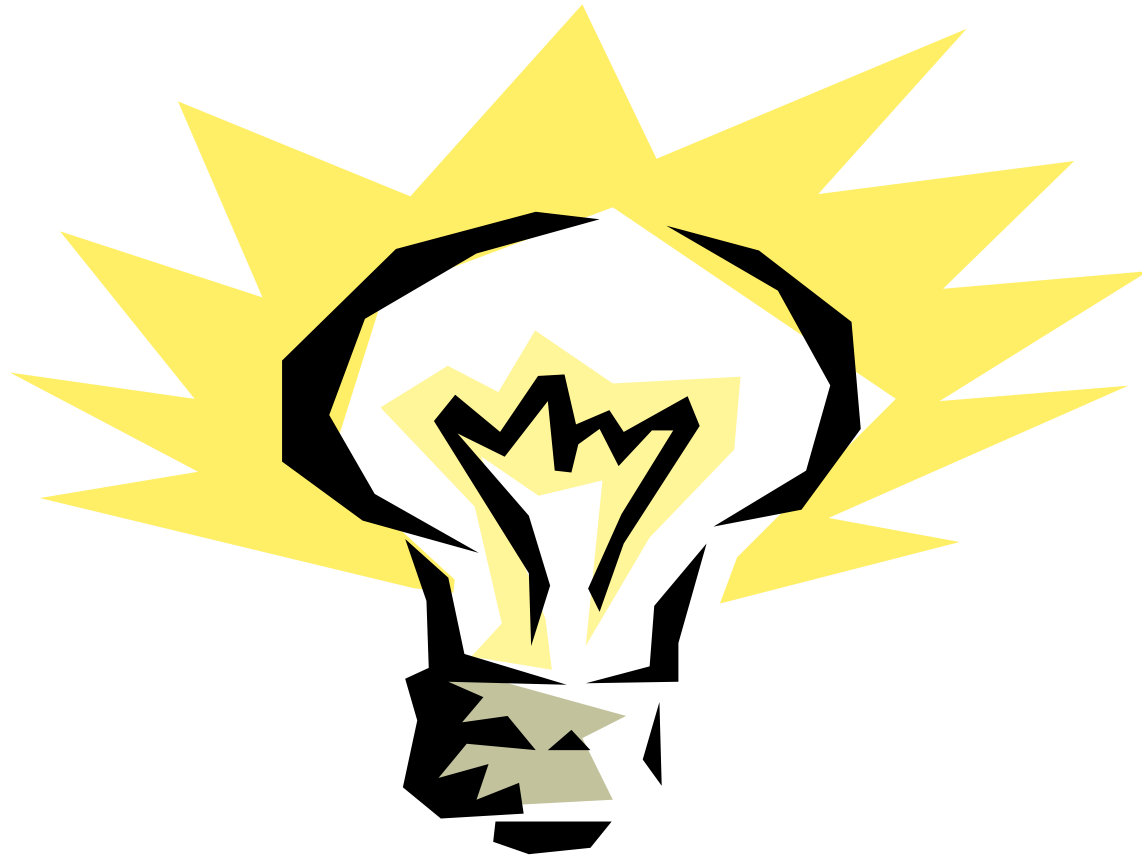
For the second time, Mr. Anantkumar thoroughly reprimands him and warns him of the consequences if he does not mend his ways.

X now gets infuriated and resorts to abusive language and contrarily warns Mr. Anantkumar to mind his language and not to meddle with his behavior. Anantkumar, then, recommends disciplinary action against X.

As reaction to this, the workers in the organization go on an indefinite strike without, however, giving any notice of their intention to go on strike.

QUESTIONS

- a) Is X, in your opinion, guilty of misdemeanour and misconduct?
- b) State the position of Indian law pertaining to strike.
- c) How would you defend the stand of the management in the above case?



**Questions are
welcomed**