

CASE RESEARCH JOURNAL

Elements of the Review Ready Case

Checked off below are the elements needed, to make your case ready for review:

- _____ Write in the past tense, as though looking back at events from a vantage point three to five years in the future. For a student in 2001, for example, it would be confusing to read that the Ajax Company “currently has 40,000 employees,” especially if the student knows that Ajax went under in 1998. Say, instead, “In 2001, Ajax had 40,000 employees.”
- _____ Thoroughly check the case for spelling and grammatical errors.
- _____ Use direct quotes from the people interviewed. Don’t say, “Mr. Jones believed...” or “managers were afraid that ...” or use attributions of any kind, if you can put the data in the managers’ own words.
- _____ End the case at a point of uncertainty about outcomes, where management issues could be debated inside the company or where managers face some specific decisions. A chronological account of an organization’s history, with a description of its current status, does not qualify a manuscript as a teaching case for *CRJ* consideration. There must be a focus on important issues or decisions – preferably on both.
- _____ Avoid over-documentation. Straightforward facts, available from common business sources, should not be referenced. Most data provided by the company does not need to be referenced because when the company “signs off” on the case, it is giving permission to use the information including data provided in the *Annual Report* (except for tabulated data or direct quotations). As far as possible, references should be integrated into the text. Your customer is a student, and your aim is to hold his or her interest without distractions.
- _____ Avoid expressing your opinions or analysis as though they were facts. Analysis is essential in the Instructor’s Manual, but fatal in the case. Students will believe it without questioning or thinking, if it comes from the author. Let them form their own opinions, from the raw material you supply.

If you can revise the case to take into account the elements checked off above, then your reviewers will be able to concentrate on matters of substance. When the case reaches them, it will move much more smoothly. Guaranteed.

Case

Date