

A CONCEPTUAL MENU FOR DESIGNING A CASE METHOD COURSEWARE IN ORGANIZATIONAL BEHAVIOUR

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ABSTRACT

The logic behind the case method is its ability to facilitate the development of problem solving and analytical skills. Problem solving is at the apex of the learning typology and subsumes such other types of learning as rule learning, concept learning, discrimination learning and so on. That is, in solving problem certain rules, concepts, and principles are being applied. The prerequisites in the learner and the learning material must therefore be available for the problem-solving episode. Problem solving is not merely a sequential process but a type of learning. In addition to being a type of learning problem solving also involves such cognitive abilities as comprehension, application, analysis, synthesis, and evaluation. It is, therefore, a complex cognitive process which involves a variety of skills.

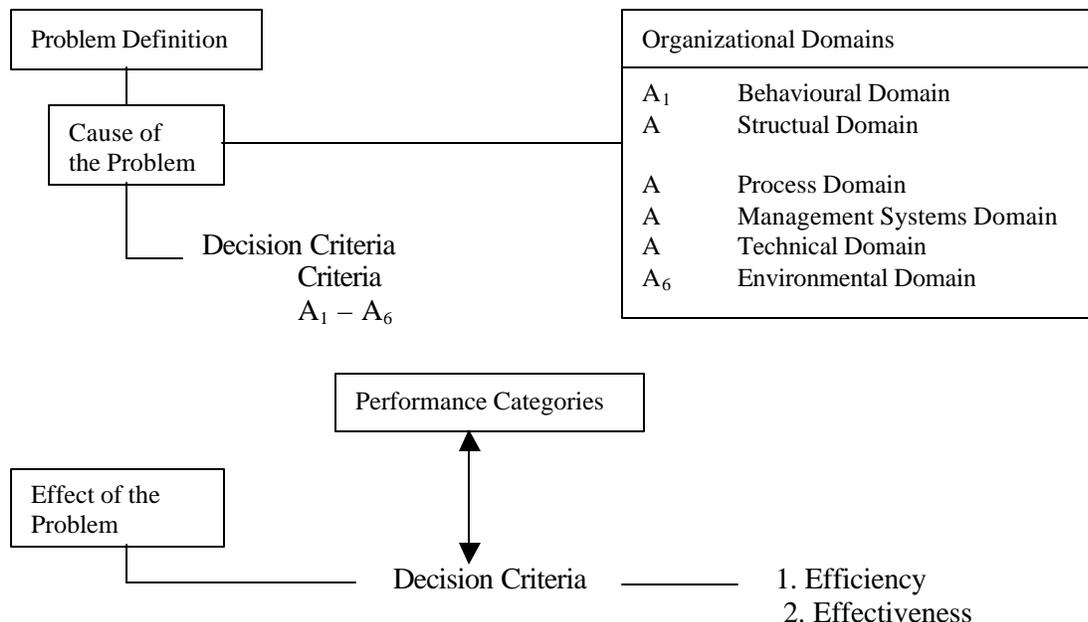
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INTRODUCTION

Instructional Objectives:

- (1) To identify elements of the Case Method
- (2) To develop some capabilities to initiate cause effect analysis in problem definition
- (3) To illustrate the main domains of an organization relevant to the problem statement
- (4) To develop a diagnostic checklist for problem definition
- (5) To apply conceptual models, techniques, frameworks, concepts and formulae to analyze problems
- (6) To evaluate the decision outcomes for the problem solution from a set of criteria
- (7) To develop diagnostic and analytical skills in students

Problem Definition Graphic:



MENU

Problem Definition:

(A) Is the Problem Caused by the Behavioural Domain?

Elements of the Behavioral Domain.

Is the problem caused by

- (1) value conflict re decision goals or outcomes
- (2) motivational strategy adapted by the manager
- (3) supervisory style of manager
- (4) individual differences in (a) attitude (b) perception
(c) personality attributes (d) value orientations
(e) learning style
- (5) group behaviour – norms, roles, status hierarchy, decision making
- group think
- (6) job design strategy adopted by the organization
- (7) inter-group behaviour

(B) Is the Problem Caused by the Structural Domain?

Elements of the Structural Domain:

Is the problem caused by

- (1) organizational rules, regulations, and procedures
- (2) number of levels in the organizational hierarchy
- (3) degree of differentiation among departments
- (4) degree of integration among work flow, resource flow and information flow.
- (5) centralization of decision making process
- (6) type of departmental structure: product, functional, geographic, mixed

(C) Is problem caused by the management systems within the organization?

Elements of Management Systems Domain:

Is the problem caused by

- (1) human resource planning systems
- (2) performance appraisal system
- (3) financial control systems
- (4) strategic planning systems
- (5) management information systems
- (6) accounting information systems
- (7) variety of control mechanisms

(D) Is the problem caused by the Environmental Domain?

Elements of the Environmental Domain:

Is the problem caused by

- (1) environment scanning or sensor mechanism
- (2) variety of government policies, programs, regulations
- (3) new product portfolios of other organizations
- (4) new technological innovations
- (5) complex information systems
- (6) changes in consumer behaviour, market segments

(E) Is the problem caused by the Technical Domain

Elements of the Technical Domain:

Is the problem caused by

- (1) changes in job-design strategy: job depth and job scope
- (2) changes in the work flow
- (3) type of production technology applied in the organization
- (4) the interface between the technical domain and other organizational domains
- (5) the degree complexity and variety of the work flow or task
- (6) the degree of uncertainty produced in the work flow

(F) Is the problem caused by the Organizational Process Domain?

Elements of the Process Domain:F (A) Communications Process

Is the problem caused by

- (1) information overload in the hierarchy
- (2) types of communications network
- (3) information flow among decision centers
- (4) information filtration in the hierarchy
- (5) distortion of information among workers
- (6) information processing systems

F (B) Decision Making Process

Is the Problem caused by

- (1) cause-effect analysis of decision problem
- (2) decision outcomes or alternatives for decision making
- (3) decision making style of managers
- (4) constraints on the decision making process
- (5) type of decision making strategies
- (6) implementation of the decision
- (7) degree of uncertainty in the decision making
- (8) political constraints on the decision making process
- (9) complexity of information to be processed

Inquiry:

Is the problem caused by the Domain A

B
C
D
E
F?

Is the problem caused by a combination of Domains?
identify the major domains; the minor domains?

F(C) Conflict Management Process

Is the problem caused by,

1. variety of conflict among managers, workers, etc.?
2. conflict among levels in the management hierarchy?
3. conflict among different organizational units?
4. disagreement over criteria f allocating resources?
5. degree of task uncertainty and interdependence?

F(D) Change Process

Is the problem caused by,

1. inability of organization to cope with change?
2. change in management information systems?
3. change in type of technology?
4. inability of organization to anticipate the need for change?
5. changes in basic organizational processes?
6. changes in new technology?

F(E) Control Process

Is the problem caused by,

1. clan control?
2. market control?
3. bureaucratic control?
4. flexibility of control systems – financial, accounting, marketing?
5. degree of task uncertainty?
6. precise standards and criteria for control?
7. mechanisms to monitor control?

Problem Definition:

Identify the major effects of the problem.

Categorize the effects into 2 Performance Categories.

Efficiency Domain

Effectiveness Domain

Efficiency Domain – growth, return on investment, productivity

Effectiveness Domain:

Can the effect of the problem be categorized into Domains A – F.

(A) Behavioural Domain

(B) Structural Domain

Effects _____ (C) Management Systems Domain

(D) Environment Domain

(E) Technical Domain

(F) Process Domain

Samples of Effects on the Problem:

- breakdown in organizational communications
- suboptimization of organizational goals
- information filtration
- poor integration of management systems
- low productivity
- low propensity to cope with change
- malfunctioning of control-feedback systems
- attitudinal – behavioural conformity
- high degree of bureaucracy
- job stress
- poor integration of individual and organizational goals
- breakdown in management information systems
- goal displacement

Which is the minor domain for categorizing effects?

Identify the Cause from Domains A-F.
 Identify the Effects from Domains A-F.
 Combine the Cause and Effect.
 State the Problem:

Capabilities Learned:

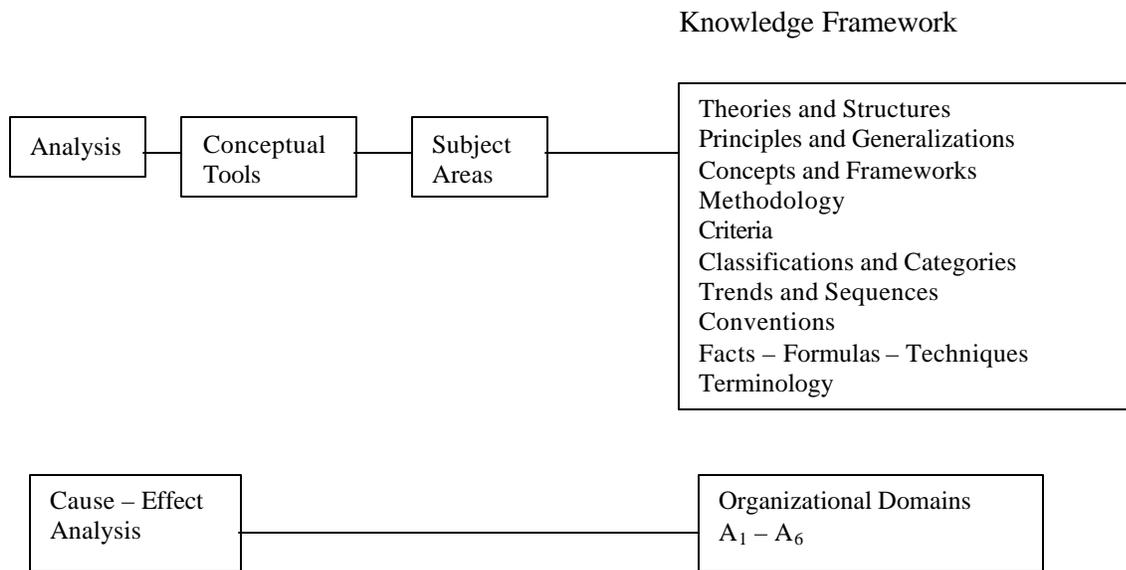
- (1) Ability to differentiate between the cause of the problem and the effect of the problem.
- (2) Ability to differentiate between the core and the sub problem.
- (3) Ability to diagnose a complex organizational problem.

Relevant Facts of the Problem:

Categorize the Relevant Facts and Issues:

Organizational Domains A-F	1. 2. 3. 4.	Cause of the Problem Effects of the Problem Core Problems Sub-Problems
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Problem Analysis Graphic



Analysis of the Problem:

- (1) Identify the Relevant Models, Concepts, Techniques, Formulas, Principles, in Management, Marketing, Finance International Business, Policy Finance, MIS, Accounting.

Graphic IV
The Knowledge matrix for CAI Tools for Analyzing the Problem

A.	Universals and abstractions (sub-class <u>1.30</u>)	1.32	Theories and structures
		1.31	Principles and generalizations
B.	Ways and means of dealing with specifics (sub-class <u>1.20</u>)	1.25	Methodology
		1.24	Criteria
		1.23	Classifications and categories
		1.22	Trends and sequences
		1.21	Conventions
C.	Specifics (sub-class <u>1.10</u>)	1.12	Facts
		1.11	Terminology

(2) Apply Models-Concepts to Analyze Problem

Analysis:

Decision Level I: Ability to breakdown a model, concept and formulas into its constituent elements and to identify and classify these elements

Level 2: Ability to make explicit the relationships among the elements to determine their connections and interactions

Level 3: Ability to recognize organizational principles, the arrangement and structure, which integrate the model.

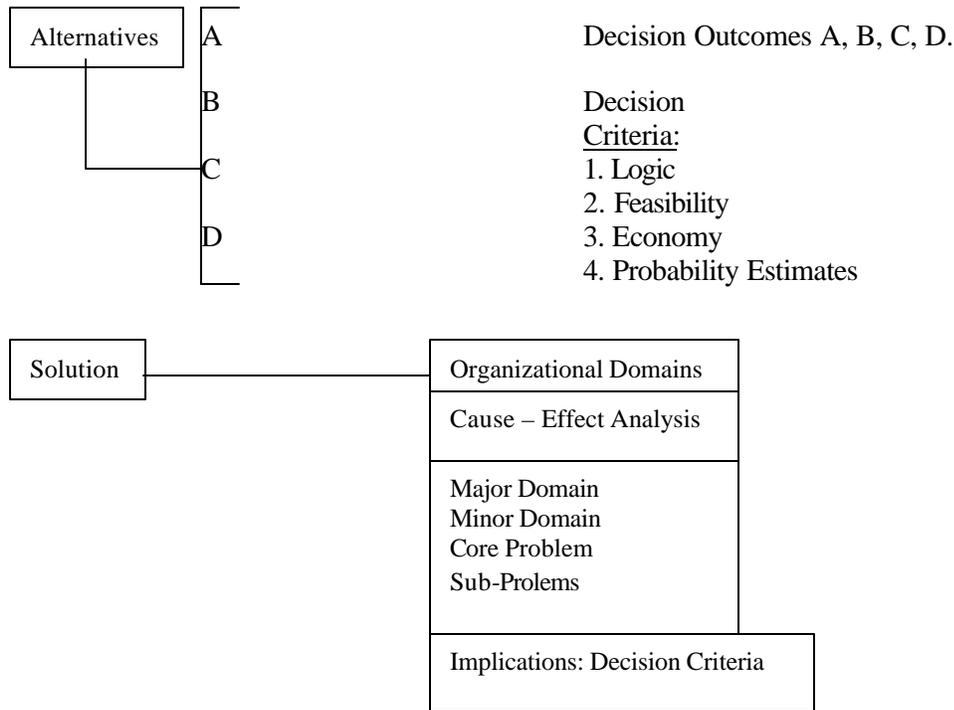
Decision Criteria

- (1) Decide Level of Analysis: Level 1-3.
- (2) Interpret Problem in terms of concept, model, formula etc.
- (3) Explain cause-effect in terms of model, concept, formulas
- (4) State principles of organization, finance, marketing, MIS, Policy explicit in the analysis
- (5) At what level of the knowledge graphic are you operating – Level A, B or C?
- (6) State conclusion derived at from each model applied.
- (7) Which Domain provided the tools for analysis

Caution: In the Analysis you are demonstrating abilities: Level 1 – 3.

- (1) you are not describing the problem
 - (2) you are not identifying major issues
 - (3) you are not making recommendations
 - (4) you are not repeating the facts from the case.
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- (1) you are explaining the problem in terms of a model, concept, formula etc.
 - (2) you are identifying facts in the context of the model
 - (3) you are applying principles in the subject are to focus the problem
 - (4) you are analyzing the implications of the problem you have stated
 - (5) you are applying inductive-deductive thinking to the problem
 - (6) you are making inferences from process 5.
 - (7) you are engaged in reactive and projective thinking

Problem Solution Graphic



Alternatives to Solve the Problem.

Alternatives must be logical, feasible, and economical.

Decision Criteria:

- Logical: (a) internally consistent with the cause of the problem no the effect
- (b) derived from the analysis – model, principle, formulas etc.
- (c) can be evaluated from set of criteria: internal & external

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