**WRITTEN CASE REPORTS**

A. Form:

1. Word processor, maximum of 1500 words, ***single spaced,*** including references, not including title page.
2. Please submit ***as an attachment*** in the Assignments Folder in. [**Sakai (webboard for class)**](https://ubonline.ubalt.edu)

**Important: NAMING YOUR FILE:**

**Include *your last name*, first name, the *case Motivation, Satisfaction, or Leadership***

**EXAMPLE: Mitchell Tom Motivation**

Your report for each case should incorporate your recommendations for solving the case problem. Your recommendations should be justified by explaining how they are based upon sound psychological theory and practice. You will need to support your assertions by citing literature and research, and argue why your approach is a good one, based upon practical as well as theoretical considerations. You must demonstrate that you clearly understand the course content that is relevant for the specific case.

The reports will be graded on: **NOTE:** ***These are minimum requirements for a passing grade)***

\* Quality of content: (i.e. how well it incorporates good principles of I/O psychology)   
\* Grammar, readability: *grammar, spelling, readability, punctuation, complete sentences, paragraphs with topic sentences, etc*.  
\* Citation of relevant research to justify solution (all factual assertions need support)   
\* Problem description/definition *(clearly stated as defined below*)  
\* Possible solutions (*clearly stated)*  
\* Justification for solution chosen (*clearly stated)*

**INSTRUCTIONS FOR PREPARATION OF REPORTS**

* [**Good example of Case Report: Benefits for Acme Aluminum**](http://home.ubalt.edu/tmitch/641/skepceo.htm)

Include your name, topic, and date

B. Format:

1. Title (create your own). Make it definitive in that it describes the (1) identified cause of the problem e.g. “morale”, “engagement,” (2) the company name, and (3) recommended solution(s). For example**: "Preferential treatment is essential to remedy effects of discrimination at Diversity, Inc.."** A good title tells the reader what to expect upon reading the report. And, also helps to make sure *you stick to what you intend to say*.

2. A short executive summary. About three paragraphs. [How to write an executive summary](http://home.ubalt.edu/tmitch/642/execsumm.pdf)   
Describe the (1) situation. (2) the problem, and (3) your recommended solution, indicating how it will benefit the company.

3. Problem statement: ***Don't forget to do this!***

Start with the problem statement. Think of the problem in terms of **what adverse effects the current situation is having upon the organization, or what may be coming**. As I define it, the problem is not the cause or the solution. You can also think of it as Pain Point … pain the organization is experiencing (or will in the future if action it not taken to remedy the situation.

**For example:**

"Because many of the acts employed by Sinsation Sircus Company are falling flat on their faces, the public has become disenchanted with the Circus and attendance has declined.” **NOTE**: Make sure you investigate to determine if, in fact, poor performance is indeed the cause. How would you do this?

Problem at Sinsation (***as I define it for our purposes here***):

“If steps are not taken soon to remedy the situation, *the Circus will fold and Mr. Sinsation* ***will no longer have a circus."*** (**This is the problem**). Notice that if the public still came to see the acts fall on their faces, this may not be a problem. This may present other problems of course, such as worker compensation costs. You must impress upon management, what adverse effects will result; ones important to management. These are usually things such as decreasing productivity, absenteeism, low engagement, and other things which in turn, can result in revenue or stock price decline (bottom line issues). Consider also, possibilities for seizing opportunities you discover that could benefit the organization. Once you are familiar with the organization and its workforce these opportunities become evident.

Situation at Sinsation:

“Management at Sinsation Sircus has experienced difficulty in obtaining qualified new circus acts willing to travel by train. Some very good aerial artists are opting to stay in school before seeking a circus job. Unfortunately, they are often too old at this point and have become more risk aversive that comes with aging.” It is your job as an IO consultant to develop effective recruitment, selection, engagement, and retention strategies to ensure that SS will be the best circus in town.

4. Solutions/options. Find at ***least two viable options*** to address the issue(s). Discuss the advantages and disadvantages of each. They must be grounded in relevant, evidenced-based theory and research.

**Caution ahead**! ***Do NOT mention the work “theory” in your report.*** Managers do not understand theory as we do. They consider theory as untested, not evidence-based and have no confidence in such things (*unless it’s a business guru who has written a book!).*

Example of arguments for your solution: State your solution and provide justification from peer reviewed research for why they will work.

Your solution: "I recommend developing a content valid test for selecting acts. Each act will conduct a live performance without safety provisions. Having to perform under real-life conditions will insure that the act can succeed… going forward. In cases of high-wire performances, aerialists who do not pass the test will effectively be eliminated *(guess how*).”

“Evidence-based research showed that this procedure worked well for one circus in particular. In 1964 in his first try, Elgin Bales with Barnum and Bacon Circus, was shot out of a canon. He hit a brick wall and no one could put Elgin back together again. That’s not all. Circa 1969, three motorcyclists zipping around each other inside the iron ball cage, crashed and burned. This act was replaced by three dolphins playing together in a large fish bowl.” Note here, the benefit to B&B Circus. “High fidelity test procedures can eliminate unqualified acts before wasting scare advertisement dollars to promote them.” Don’t forget to cite relevant, peer reviewed research.

6. Conclusion. Summarize and conclude starting with a summary paragraph. Finish by briefly restating the problem, the cause(s) and your solution(s).

7. References. Cite references (APA style) to justify your position. Use sparingly, articles from the text and those for required reading. It is essential that you find relevant research other than what I provide.

Do not simply reiterate what the authors have said. **Your own thinking and problem solving is more important.** You will not be graded on the decision, per se, but only on how well you support and defend your position.

***Note: Do not cite Landy (except in very special circumstances). You must provide references directly related to the case, and rarely use those provided in the syllabus (that we are reading in class).***

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