
CASE ANALYSIS #1 – “Should This Team Be Saved?”

The Case

Because of copyright peculiarities, I cannot print out a copy of the case and distribute it in class. Therefore, your first task is to locate the following article and print it out in pdf format (hint: the link may be of some help):

Heimbouch, H. (2001). [Should this team be saved?](#) *Harvard Business Review*, 79(7), 31-34.

<http://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=4794434&site=ehost-live&scope=site>
(Follow the link. Then click on “PDF Full Text” for a printable copy of the case.)

The case presents a description of a fictionalized workgroup in a fictionalized company; however, the organizational problem described therein is realistic.

The Assignment

This is a group assignment. You will complete this assignment in groups of two of your own choosing. You and your partner will both receive the same grade.

You and your partner are required to:

- (1) summarize the case, highlighting what you believe to be the key problem or dilemma,
- (2) analyze the problem, drawing on course content (theory, models, typologies, definitions, etc.) from the textbook, assigned readings, or any other appropriate source, and
- (3) recommend well-reasoned strategies for managing the problem—in this case, a recommendation for how the protagonist of the story, Peter Markles, should proceed.

While all three parts are important, your greatest emphasis should be on the analysis. To help with this I recommend referring to the chapters in your textbook which deal with teamwork as well as other, related class readings or anything else you believe is relevant. The degree to which you are capable of demonstrating that you understand course concepts will largely affect your grade.

Please appropriately cite any ideas you present or borrow which are not your own. Regarding citation style, I prefer APA, but in the end don't mind what style you use, so long as you are consistent and do it correctly. (An APA citation style guide: <http://www.liu.edu/CWIS/CWP/library/workshop/citapa.htm>).

As with other written assignments, I *highly recommend* that you take advantage of the resources of the Learning Center, both those available online (www.ship.edu/~learning) and by appointment with a writing tutor (477-1420).

Length

The assignment can be satisfactorily completed in about four pages—assuming that you double-space, use an 11 or 12 point font, with 1” margins—exclusive of title page, a list of references, and any tables or figures you may or may not want to include. If you can complete the assignment in less than four pages, terrific. I can foresee no need for more than five pages.