
CASE ANALYSIS #3 – “SAS Institute”

The Case

The case describes the work-life culture at SAS Institute.

The Assignment

- (1) Summarize the case: briefly describe some of the defining characteristics of the SAS Institute. (Don't spend a lot of time on this. In fact, it would be better to bring out key points of the case in your analysis itself.)
- (2) Analyze the organization: *this case is about culture and employee motivation*. This section is the meat of your paper. The best papers will discuss both the firm's culture, how employees are motivated (or not) to work, and how the culture and motivation are interrelated. As always, be sure to draw on appropriate content—theories, models, typologies, definitions, etc.—from class discussion and assigned readings; in other words, how do the readings help you understand SAS?

I recommend referring to the chapters in your textbook which discuss culture and motivation, in addition to the other readings I assigned for these topics, as well as your notes from classroom discussion. The degree to which you are capable of demonstrating that you understand course concepts will largely affect your grade.

- (3) Recommend directions for the future management of the organization. For example, what do you think is good at SAS; what role does/can management play in maintaining those good things? What do you think is bad at SAS; what role does/can management play in fixing those bad things?

This case may at first seem odd because there is no obvious problem described as in the previous two case assignments. Don't let this deter you. The models and theories of culture and motivation should *explain* as well as *prescribe*.

You should appropriately cite any ideas you present or borrow which are not your own. For the sake of simplicity, you may site the case as “case.”

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 (I prefer APA formatting; you may find this [reference guide](#) helpful), 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.