# Case Studies for Harvard Business School



#### What Is a Case?

A case is a description of a management situation. Most cases range in length from two to twentyfive pages of text and exhibits; the latter often present quantitative material. So-called field cases are largely based on data provided by the organization that is the focus of the case. Library cases are drawn from published material in the public domain. A case is not written to illustrate correct or incorrect handling of an administrative situation, nor is there an editorial bias that implies a particular conclusion.

A chronological series of cases based on a single organization is sometimes used to expose the student to an organization's cumulative experience with a situation.

#### How Are Cases Used?

Cases are used for class discussion in a variety of educational programs. At the Harvard Business School, these include short programs for executives as well as the two-year program leading to the degree of Master of Business Administration (MBA). The cases offer students experience in dealing with complex, realistic situations. The emphasis is on decision making. In most courses, the cases are arranged so that a conceptual structure is built up during the course. Cases are often

supplemented with readings and short lectures.

In the MBA program, the student most often has three cases to prepare every day, each for a different course. A case usually is discussed for one class session.

Many cases developed by Harvard Business School are available to other educational institutions through the HBS Publishing Division.

#### How Are Cases Developed?

Each faculty member responsible for a course typically has a group of issues or situations for which cases are needed. Cases are often developed in response to these explicit needs. At other times, organizations suggest particularly interesting situations to faculty members.

#### Who Writes the Cases?

Faculty, research assistants, and occasionally—students may be involved in casewriting. Research assistants and students work under the close supervision of members of the faculty.

In general, extensive writing, editing, or revising by the host organization does not aid case development. These responsibilities are most satisfactorily performed by people outside of the firm.

#### Who Pays the Expenses?

Harvard Business School commonly pays the direct expenses of case development. There are exceptions, however, and certain casewriting ventures are underwritten by an association or an individual firm.

# What Is Expected of the Host Organization?

A case cannot be used until it is formally approved by the host organization. An initial discussion between the faculty supervisor and the host organization establishes the preliminary scope of the case. This understanding may be confirmed in a written summary or outline. An agreement to continue with the project signifies the organization's willingness to provide information relevant to the situation and important to the decision makers involved in the situation. Such information is crucial to the development of an effective teaching vehicle.

The initial agreement also affirms the organization's general willingness to approve Harvard's use a case of the nature and scope discussed. If there is real doubt about the likelihood of approval, it is usually better to call a halt to the venture rather than to risk the development of an unapproved case and the consequent loss of substantial time and money.

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Michael Rajnik

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