



An Institute for Civil Services

GUIDELINES

for a

CASE STUDY ANALYSIS

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A case study analysis provides a powerful tool for sorting through and resolving an ethical problem/legal problem, regardless of its specific subject. A complete case analysis consists of the following steps. Here we are mentioning the idea of case analysis; for actual answer writing format in the examination 3 case studies also discussed.

Mental block:

Following points will help you to understand why often candidates commit mistakes in the main examination.

1. Defining the problem too narrowly.
2. Attacking the symptoms and not the real problem.
3. Assuming there is only one right answer.
4. Getting "hooked" on an early solution alternative.
5. Getting "hooked" on a solution that almost works (but really doesn't).
6. Being distracted by irrelevant information (mental dazzle).
7. Getting frustrated by lack of success.
8. Being too anxious to finish.
9. Defining the problem ambiguously.

Steps to avoid Mental Blocks:

The first step in good decision-making involves defining what question or problem is being addressed and why, identifying who needs to be involved and how, establishing scope and bounds for the decision, and clarifying the roles and responsibilities of the decision team/makers etc.

1. Clarify what decision is being made, and why
2. Establish roles and responsibilities
3. Identify the constraints within which the decision will be made
4. Evaluate possible alternative and justify
5. Write brief conclusion as if it is your implementation plan.

The Effective Approach:

1. Assess and introduce the main problem and its setting

What are the essential elements of the situation and what is the ethical problem at issue? Summarize the key points of the case in your own words, writing as though you were explaining it to someone who is not familiar with it. Sortie helpful questions to guide you: Who are the key players? Who is affected by the outcome? Are there other important facts/issues that are being assumed and left unstated? Also try to hidden aspects of a problem statement. Although your introduction need not be exhaustive, it should identify all of those salient facts that will be important to your analysis of the case. Be careful not to alter the facts of the case.

2. List the possible ways of responding to the problem

What are the possible responses to the problem that is, in what different ways might a person (or a society or system) act if faced with the problem? Of all the imaginable responses, list - and briefly explain - the ones that seem most like (both good and bad). Be sure to include the actual responses made by those who have been portrayed in the case itself. Although some of these responses may be obvious, others may require you to think more carefully and creatively. Don't neglect either kind! Also, be certain that you include the response that you actually think is best-the one you ultimately will be defending as the right response.

3. Identify and justify the one response that you think is moral/legal/administrative purposes best

Justifying our chosen response from all possible responses requires that you provide one- or more moral arguments in support of your preferred response. A moral argument, remember, includes moral principles and one or more descriptive statements, which together should support that judgment you believe describes the right response to-the situation described in the case. Try to offer the most compelling arguments you can for your chosen response. In some cases, it may be possible or required to combine two options.

4. Explain why the other possible responses are not as acceptable

A person who can only argue for his own view is merely biased. Moral thinking requires you to also be able to see a problem from the perspective of others. Thus, it is also necessary that you address the remaining responses, explaining why each of these is less desirable than the response you have chosen to defend. Note that as you argue against the other possible responses, you do not actually have to show that they are all morally wrong-you only need to show that your chosen response is better justified than any of the others.

5. Always conclude a case study because that gives you an opportunity to take a final call to solve the problem.

MODEL HINTS:

CASE 1: You are a young, aspiring and sincere employee in a Government office working as an assistant to the director of your department. Since you have joined recently, you need to learn and progress. Luckily your superior is very kind and ready to train you for your job. He is a very intelligent and well-informed person having knowledge of various departments. In short, you respect your boss and are looking forward to learn a lot from him.

Since you have a good tuning with the boss, he started depending on you. One day due to ill health he invited you at his place for finishing some urgent work.

You reached his house and before you could ring the bell you heard shouting noises. You waited for a while. After entering the house, the boss greeted you and explained the work. But you were constantly disturbed by the crying of a woman. At last, you inquired with the boss but his answer did not satisfy you.

Next day, you were compelled to inquire further in the office and found out that his behaviour is very bad at home with his wife. He also beats up his wife.

His wife is not well educated and is a simple woman in comparison to her husband. You see that though your boss is a nice person in the office, he is engaged in domestic violence at home.

In such a situation, you are left with the following options. Analyse each option with its consequences.

- a) Just ignore thinking about it because it is their personal matter.
- b) Report the case to the appropriate authority.
- c) Your own innovative approach towards the situation.

CASE SOLUTION:

The above case is related to incident of domestic violence. In the official duty the person is good at behavior but at home he is involved in domestic violence. The steps which can be initiated are:

(a) *Just ignore thinking about it because it is their personal matter*

It is a personal matter and being a subordinate one should not interfere in personal matter of others. But as stated, it is a matter related to domestic violence, which is cruelty to a human being by another and is a social ill and a crime in law. Thus, although small bickering between couples is a private matter and often taken as cementing the relationship further, when such bickering become loud, cruel and violent, one should not give a blind eye to such cases as a responsible citizen and member of civilized and cultured society. Because in these circumstances personal issues becomes human and social issues, where intervention is required. So, steps need to be taken to resolve the issue.

(b) Report the case to the appropriate authority.

Reporting a case to the appropriate authority without any evidence will not serve any purpose and it will aggravate the situation by giving the officer a feeling of mischief done by others for sullyng his image. If wife is also a complainant, reporting will deteriorate the relation more between the spouses. Finally casual reporting will alert the senior officer, not to commit this cruelty in detectable manner.

Reporting with evidence, however, can be helpful provided the invoked and applied judicial laws with respect to family relationships are accurate and determine guilt or innocence with fairness. Thus, reporting a case should be a second or third best or last resort, it cannot be the first desirable solution. Instead steps should be initiated to rebuild the relationship by advice, counseling and promoting mutual understanding between the spouses. If it fails then legal option is open.

(c) Your own innovative approach towards the situation.

As cleared in the case, victim is bearing the pain of domestic violence but has not complained about it. So moving out and complaining to authorities will not serve the purpose as women might not move against his husband.

Hence, my innovative approach will focus on rebuilding the relationship. The steps which can be taken in this direction are:

1. I will develop the informal talks with the senior so that issue can be raised.
2. I will try to persuade the senior by referring him to different incidents or cases and its implications on reputation and status of individual.
3. The support of colleagues (close to boss) in office can be taken to bring change in the mindset of the officer.

CASE 2: *There is an entrepreneur who has opened a factory in the rural areas for the manufacture of sanitary ware. His initiative has helped in providing good employment opportunity to rural people and in the production of affordable sanitary products which are being used in construction of rural toilets. However, there are some cases of under payment of wages and few cases of employment of children below 14 yrs. You are labour enforcement officer of the area and in course of your routine inspection, you noticed these discrepancies. Answer the following.*

- (a) *What are the options available to you?*
- (b) *Discuss the merits/demerits of each option and finally choose the option which you consider best with suitable justifications.*

HINTS:

In the present situation following points need consideration.

- > Opening up of a factory in rural area which brings many benefits to people.

- > Some cases of Minimum Wages Act violation and employment of child labour.
- > Routine inspection by Labour Enforcement Officer.

The situation demands corrective action on the part of L.E.O and hence following options with merits and demerits.

i. Prosecuting the entrepreneur for violating the laws relating to children and wages.

Merits

- > One has acted in accordance with provisions of law.
- > Will send a correct signal to factory owner and to others.

Demerits

- > The entrepreneur might be discouraged because of his inexperience, he might have committed some errors.

ii. Issuing show cause notice to entrepreneur and asking him to compensate the people who are underpaid and removing the children below 14 yrs of age from employment.

Merits

- > This option provides the factory owner the chance to correct the things and ensure the correct implementation of laws.

Demerits

- > Removing the children from employment, might bring financial problems to concerned families, which can be compensated by providing employment to their parents, if possible.

iii. Since the officer was having only a routine inspection, hence he may issue a warning and set out a time limit for compliance.

Merits

- > Since the owner is new to the business, this is a rational approach and in the process, compliance of law along with production will be going on smoothly.

Demerits

- > The rational approach of the enforcement officer may be construed as very polite and weak response.

Best option - It would be to understand that entrepreneur does not appear to have committed mistakes willfully as appear in the case, hence the attitude of the officer should be to educate

him and, in the process, he/she shall ensure the compliance of various labour laws. And if required compensation has to be paid by the factory owner.

But a labor officer should take measures to correct the things rather punishing the entrepreneur at the first place, whose initiatives doing some good things to the rural population should be considered while taking action. This approach will be positive and the factory gradually will have both i.e., good production, employment opportunity affordable sanitary-ware to villagers and enforcement of labour laws.

GS SCORE