

CASE ANALYSIS

STAGE 3: ANALYZE THE BIG PICTURE

ANALYSIS OF THE OVERALL ISSUES

Theoretical frameworks	Facts	Interpretations	Links to overall issues
Setting			
<i>Contexts</i>			
<i>Organizational structure</i>			
Rationale			
<i>Traditional management</i>			
<i>Formal management</i>			
<i>Charismatic management</i>			

Theoretical frameworks	Facts	Interpretations	Links to the overall issues
Practices			
<i>Planning</i>			
<i>Organizational structure</i>			
<i>Management</i>			
<i>Control</i>			

HOW TO USE THIS TOOL

This tool will help you to complete the third stage of your case analysis: Analyze the Big Picture.

Once the big picture has been defined, you must **analyze** and **understand** it with a view to **building solutions**. Essentially, this stage consists of interpreting the overall issues in terms of **different management concepts and theories**.

One analytical approach might involve a broad analysis that mobilizes **all theoretical management frameworks**. This may sometimes be the right analysis strategy. In other cases, however, a wiser and more relevant approach is to **focus on a single theoretical framework**. Even when multiple frameworks may apply to a situation, it is usually better to adopt a specific perspective for your analysis rather than an ill-defined tangle of angles.

Good luck with your work.

Reference:

Déry, Pezet and Sardais, 2015. *Le management. Guide de l'étudiant*. Québec: JFD Éditions.