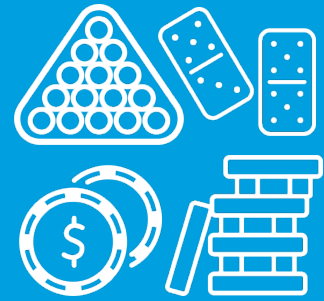


AN INTRODUCTORY CASE ANALYSIS

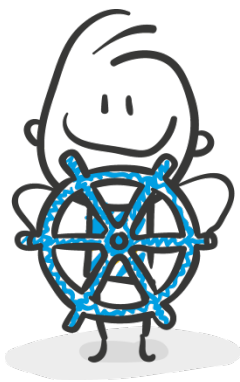
PERFORMANCE

REWARDS

AT BINGO INC.



HOW TO USE THIS TOOL



The following hands-on exercise will allow you to apply the case analysis process. A number of tools are available to help you complete your analysis of the introductory case.

[Download and open](#)
[“Performance Rewards at Bingo Inc.”](#)

Then, follow the step-by-step instructions appearing below.

CONTENTS

<i>Stage 1: Review the situation</i>	<i>p. 2</i>
<i>Stage 2: Diagnose the challenges</i>	<i>p. 3</i>
<i>Stage 3: Analyze the big picture</i>	<i>p. 4</i>
<i>Stage 4: Determine an action cycle</i>	<i>p. 5</i>

STAGE 1: REVIEW THE SITUATION

■ *Step 1: Read the case*

1. Carefully read the opening paragraph of the case.
2. Carefully read the closing paragraph of the case.
3. Recall to mind the course context of the case.
4. In the space below, list all the tasks assigned in the final paragraph:

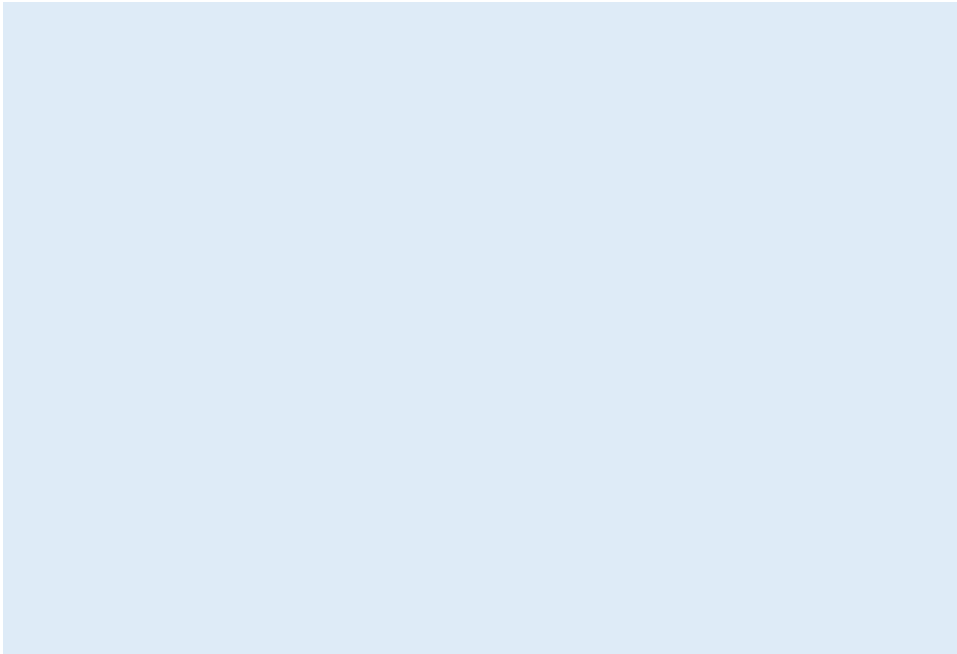
■ *Step 2: Extract relevant information*

1. Carefully read the case, from start to finish.
2. If desired, in the space below sketch your own outline of the situation:

3. Create a list of the facts using [the prepared worksheet](#).

■ *Step 3: Organize the information*

Keeping in mind that facts may simultaneously be causes and effects in management situations, [use the downloadable worksheet](#) to construct a causal chain of all the facts you identified in the previous step.

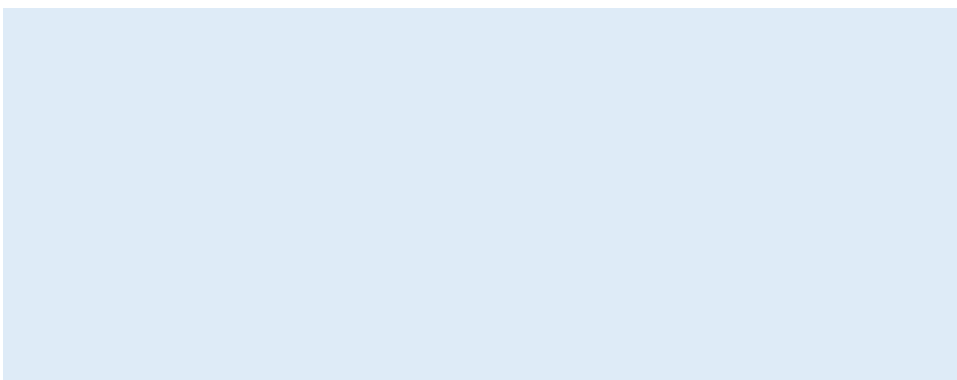


STAGE 2: DIAGNOSE THE CHALLENGES

■ *Step 1: Define the big picture (overall issues)*

Answer the following questions:

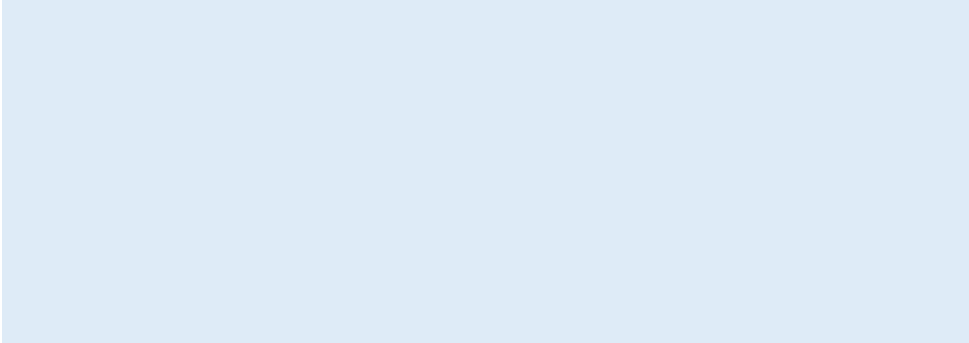
- Who are the main actors in the situation?
- What are the challenges they face?
- What are some interpretations related to the challenges?
- What issues emerge to define the “big picture”?



Create a list of the challenges and consequences using the [downloadable worksheet](#).

■ *Step 2: Articulate the big picture (overall issues)*

Proper articulation of the overall issues is crucial in order to set limits for your subsequent analysis work. Based on your list of challenges and consequences, **define the overall issues** that inform the case.



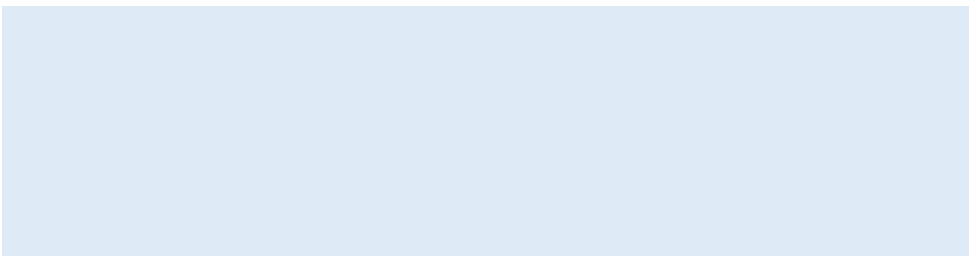
STAGE 3: ANALYZE THE BIG PICTURE (OVERALL ISSUES)

Now that you have carefully read the case, extracted the important information and defined the overall issues (big picture), you are ready to **perform some in-depth analysis**.

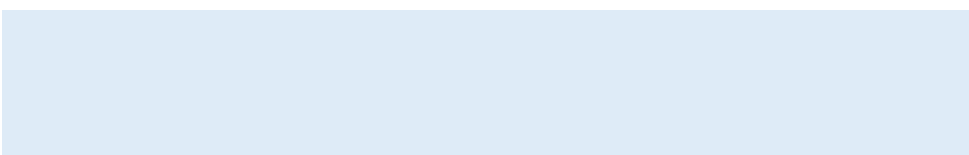
This stage involves mobilizing a range of **management concepts and theories** in order to explore further aspects of the situation.

Try answering some of the following questions:

- What are some management concepts and theories that might be useful to me in this situation?



- Do I need any other information and where will I find it?

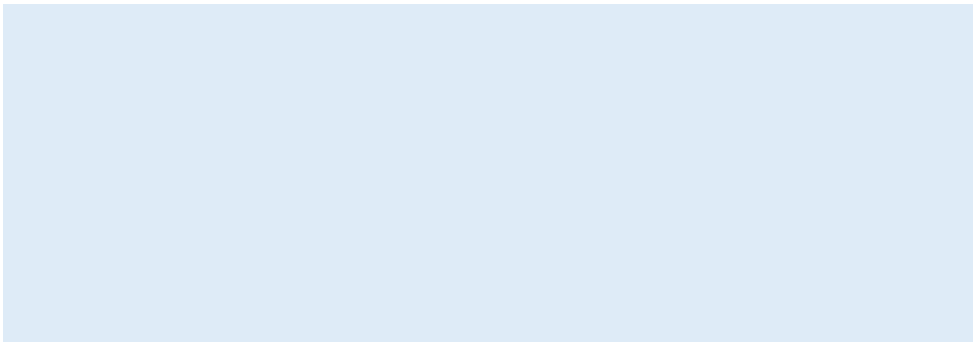


Typically, your instructor will have already assigned readings on management concepts and theories that contribute to understanding of the challenges presented by the case. Don't forget to review these readings.

Also, refer back to the list of tasks you created at the beginning of this hands-on exercise.

Finally, try to formulate a response to this last question:

- What hypothesis does the analysis suggest to me?



Complete your analysis of the overall issues using the [downloadable worksheet](#).

STAGE 4: DETERMINE AN ACTION CYCLE

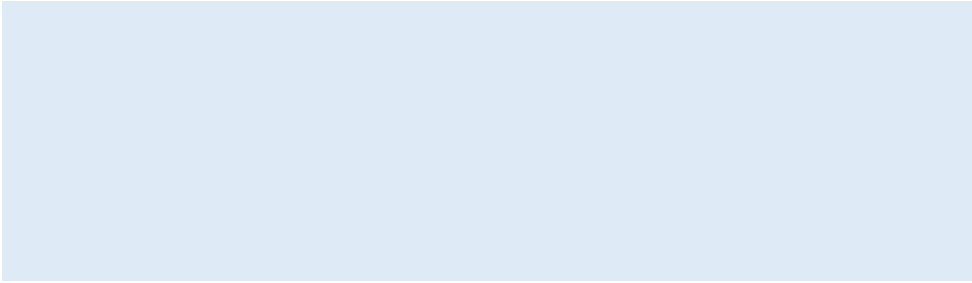
After completing your analysis of the case:

- Consider possible options
- Assess those options
- Select a preferred option
- Plan how to implement your preferred option

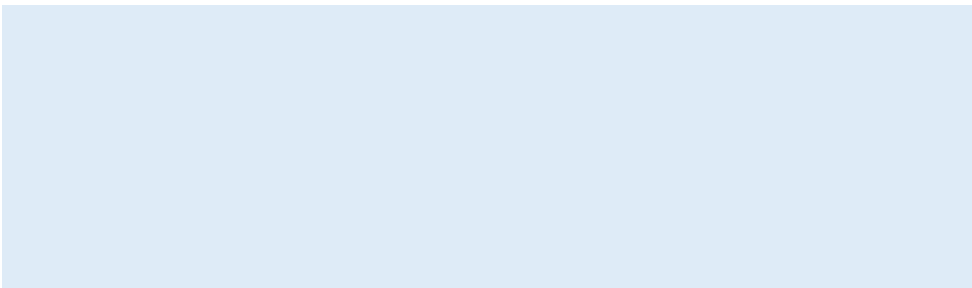
Remember: Your key to success in a case method activity lies in your ability to place yourself in the role of the main actors in the case. You must imagine you're standing in their shoes. Refer back to the list of tasks you created at the beginning of the exercise for useful guidance.

You may find these additional questions helpful to complete Stage 4.

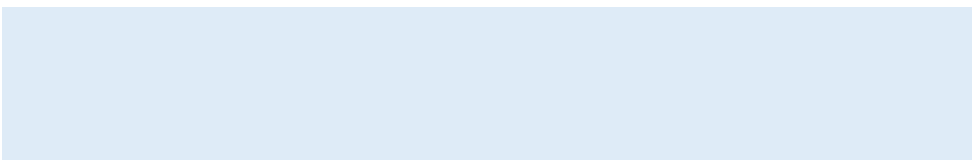
- What options exist to resolve the overall issues?



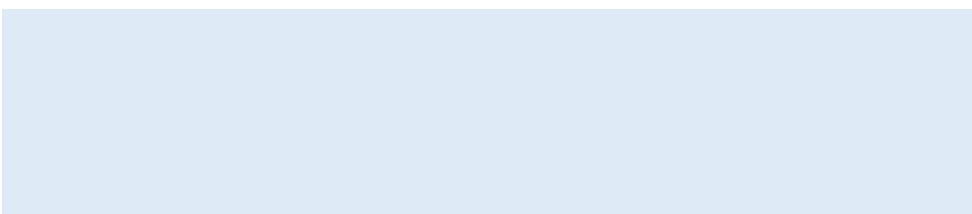
- What are the pros and cons of each option?



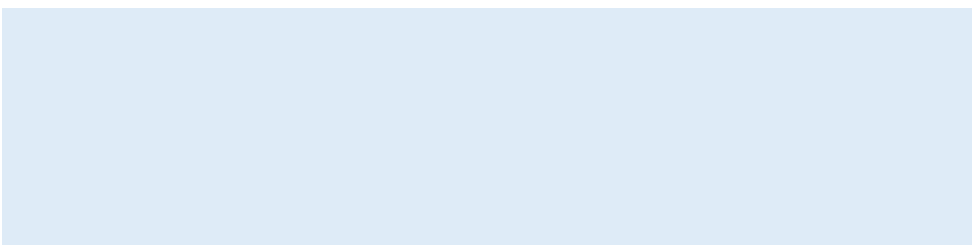
- What is your preferred option?



- What factors make your final choice the best option?



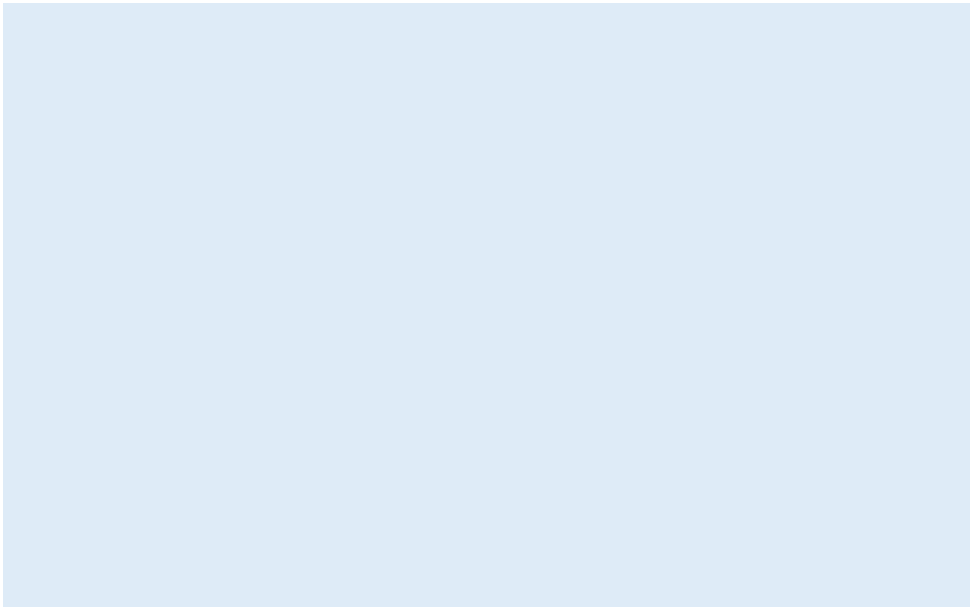
- How will you implement this option?



Be sure to use the [downloadable worksheet](#) prepared for this stage.

And one more important question:

- What did you learn from this case analysis?



A model analysis prepared by HEC Montréal professors

This model analysis of the introductory case “**Performance Rewards at Bingo Inc.**” was prepared by HEC Montréal professors using the same tools available to you. The model analysis may be [downloaded for review](#).

A complete set of case method analysis tools for your studies

The complete set of case method analysis tools that can be applied to all the cases you will encounter during your studies at HEC Montréal is available for [download](#).