Case Analysis papers are related to specific issues or cases, and will vary in length. In all cases, papers must be well referenced and in APA format. The papers will be evaluated using the following rubric.

At least 20% of a Case Study Paper grade is related to composition that includes organization, writing style, and mechanics. Often, composition issues also impact the grading of the assigned Focus Paper topic content because composition impacts the effective presentation of your ideas and material.

**Read the case:** Working Together for Success: The Balanced Scorecard Solution at Peel Memorial Hospital

Author: Bruce W. Harber, former president and C.E.O. of Peel Memorial Hospital. Currently, president and C.E.O. of North Shore Health Board, Vancouver, B.C.


**Prepare a case analysis on the topic of performance management.**

**Case analysis question:** How does performance management directly affect the success of an organization in meeting its goals and mission?

The case analysis should be a minimum of 3 pages long, double spaced. Check for correct spelling, grammar, punctuation, mechanics, and usage. Citations should use APA style.

Your analysis of this case and your written submission should reflect an understanding of the critical issues of the case, integrate the material covered in the text, and present concise and well-reasoned justification for the stance that you take.

**Case analysis criteria:**

Your case analysis should consist of:

- A brief analysis of the situation and pending decision problem, as presented in the case, and as relevant to your answer. This should be exceptionally brief and you should assume the person reading the Assignment is familiar with the details of the case.
• Identification of the major issues surrounding the organization or individuals involved with the organization.
• Identification of alternate courses of action to address the issues identified.
• The decision or recommendation for action, with the appropriate supporting arguments.
• The case question is designed to guide the direction of your analysis in the case. Your analysis should address and ultimately answer the question.

You may discuss your case analysis Assignment with the class and team members (and you are encouraged to in the Discussion Board or in the Team Area), but you must submit your own original work.

Case analysis tips: Avoid common errors in case analyses, such as:

1. Focusing too heavily on minor issues.
2. Lamenting because of insufficient data in the case and ignoring creative alternatives.
3. Rehashing of case data — you should assume the reader knows the case.
4. Not appropriately evaluating the quality of the case's data.
5. Obscuring the quantitative analysis, making it difficult to understand.

Typical “minus (−)” grades result from submissions that:

• Are late.
• Are not well integrated and lack clarity.
• Do not address timing issues.
• Do not recognize the cost implications or are not practical.
• Get carried away with personal biases and are not pertinent to the key issues.
• Are not thoroughly proofread and corrected.

Case analysis submission: Before you submit your case analysis, you should save your work on your computer in a location and with a name that you will remember. Save the document using the naming convention: Username_Unit4_CaseAnalysis.doc.

Make sure your document includes:

• Your name
• Date
• Course name and section number
• Unit number
• Case name
• Page numbers

When you are ready, submit your paper to the Unit 4 Case Analysis Dropbox.
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<tr>
<th>Grade</th>
<th>Content, Focus, Use of Text/Research, Organization</th>
<th>Analysis and Critical Thinking</th>
<th>Writing Style, Grammar, APA Format</th>
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<tbody>
<tr>
<td>100% 75 points</td>
<td>50% 38 points</td>
<td>30% 22 points</td>
<td>20% 15 points</td>
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<td>90-100% 68-75 points</td>
<td>Response successfully answers the research question(s); thoroughly uses the text and other literature. Includes a strong thesis statement, introduction, and conclusion. The main points of the paper are developed clearly. All arguments are supported well (no errors in logic) using outside sources as assigned. Sources are primarily academic journals, with thoughtfully used web sources. References are applied substantively to the paper topic. Skillfully addresses counterarguments and does not ignore data contradicting its claim. Refers to sources both in-text and in the reference page.</td>
<td>Response exhibits strong higher-order critical thinking and analysis (e.g., evaluation). Paper shows original thought. Analysis includes proper classifications, explanations, comparisons, and inferences. Critical thinking includes appropriate judgments, conclusions, and assessments based on evaluation and synthesis of information.</td>
<td>Grammatical skills are strong with typically less than one error per page. Correct use of APA when assigned. Appropriate to the Assignment, fresh (interesting to read), accurate (no far-fetched, unsupported comments), precise (say what you mean), and concise (not wordy). Project is in 12-point font. Narrative sections are double spaced. Project is free of serious errors; grammar, punctuation, and spelling help to clarify the meaning by following accepted conventions.</td>
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<td>80-89% 60-67 points</td>
<td>Response answers the Assignment question(s) with only minor digressions; sufficiently uses the text and other literature. Provides a good thesis statement, introduction, and conclusion that require some revision, but that form a good basis. Develops the main points clearly.</td>
<td>Response generally exhibits higher-order critical thinking and analysis (e.g., evaluation). Paper shows some original thought. Analysis includes adequate classifications, explanations,</td>
<td>Internally, each section has good organization. Transitions found between and within sections are mostly clear and effective. Generally appropriate to the Assignment, accurate (no far-fetched, unsupported claims), precise, and concise. Includes a title page and reference page. Project is in 12-point font. Narrative sections are double spaced.</td>
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| 70-79% | 53-59 points | Response answers the project Assignment(s) with some digression; sufficiently uses the text and other literature. Provides a thesis statement that needs revision. The introduction and conclusion do not set up or close the paper very effectively. Shows too little original thought (strings of citations that are not developed to support the thesis).

Main points are adequately defined in only some areas of the paper; points may be over-emphasized or repeated. Some arguments are supported with outside research, but others may not be. Relies too heavily on personal experience or one source. The paper does not meet the source requirements. Some obvious counterarguments are ignored or not well refuted. |
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<td>Response exhibits limited higher-order critical thinking and analysis (e.g. application of information). Analysis includes limited classifications, explanations, comparisons, and inferences. Critical thinking includes limited judgments, conclusions, and assessments based on evaluation and synthesis of information.</td>
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<td>Sentences are occasionally wordy or ambiguous; tone is too informal. Grammatical skills are adequate with no more than 2–3 errors per page. The paper is not well organized. Sections lack transitions, and several sentences may be monotonous or confusing. The overall structure of the Assignment is not effective. Appropriate in places, but elsewhere vague writing interferes with the development and clarity of the main points. Numerous grammatical and punctuation errors. Misspellings are more frequent, but they are the sort spell checkers do not catch, such as “effect/affect.” An attempt at APA citation was made, but there are multiple errors larger than a misplaced period. Narrative sections are not double spaced.</td>
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<td>60-69%</td>
<td>Response answers the Assignment question(s), but simplistic or</td>
<td>Sentences are generally wordy and/or ambiguous; tone is too</td>
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<td>45-52 points</td>
<td>digresses significantly; insufficiently uses the text and other literature.</td>
<td>reductive thinking and analysis but does demonstrate comprehension.</td>
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<td>0-59% 0-44 points</td>
<td>Response insufficiently answers the Assignment question(s); insufficiently uses the text and other literature.</td>
<td>Response exhibits simplistic or reductive thinking and analysis and demonstrates limited knowledge on the subject matter.</td>
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