

## Written Assignments for 15.769

In preparing the written cases analyses, please adhere to the following guidelines:

1. Work in groups of two students for the executive summary and three-four students for Applichem
2. We prefer group to individual work on written assignments as we have found that groups develop significantly better solutions, and that you learn from one another in group interactions.
2. Hand in one copy of the case write-up for each group.
3. The Applichem assignment is to be turned in at the beginning of class on the day it is discussed. Please keep a copy for your own use during class discussion if you wish.
4. Executive summaries are to be emailed to the TA and myself no later than 5:00 pm the day before.
5. The Applichem write-up should be at most 1500 words and five pages of exhibits. Exhibits should contain specific types of analyses, such as financial analysis, break-even charts, cost analysis, etc. They should contain any relevant supporting information that is too detailed for the body of the paper. Exhibits must not be simply an extension of the text.
6. An Executive Summary is meant to be a concise case analysis. Your main objective is to communicate what you think the business/protagonist should do, and a brief argument as to why. Use the case questions in the syllabus as a guide to your thinking and scope of your analysis. There is a maximum length of 1 page of text with 2 supporting exhibits. The brevity of the assignment is meant to force a synthesis towards action-oriented recommendations (vs. analysis paralysis).
7. For the executive summaries, you may be asked to briefly speak to your analysis during the following class discussion. No additional materials need to be prepared.
8. Sign up for executive summaries either outside Prof. Rosenfield's office or after class. There is a maximum number of 4 groups per case, but we also need at least 2 groups per case.
9. If anyone wishes to write on a special topic, this can substitute for the Applichem case. Please see me if you are interested.

We will not distribute written solutions to the write-ups, but rather will rely on the class session associated with the case to bring out the most important issues. The case write-ups will be graded using the following criteria:

### Analysis

1. Does the paper contain analysis of the major issues?
2. Does the analysis incorporate the relevant tools properly?
3. Are assumptions made in the analysis stated explicitly?

4. Does the analysis isolate the fundamental causes of problems in the case?
5. Are strategic concepts properly accounted for?

#### Recommended Actions

1. Are the criteria for choosing among alternative recommendations stated?
2. Are the criteria appropriate?
3. Is the plan of action integrated in a logical way and linked to the analysis?
4. Is the action plan specific, complete, and practical?
5. Is it likely that the recommendations will achieve their intended results?

#### Exhibits

1. Are the analyses in the exhibits done correctly?
2. Do the exhibits support and add to the text on key points?

#### Presentation

1. Is the paper too long?
2. Is the presentation of professional quality?
3. Is the paper logically consistent and effectively structured to sell its recommendations?
4. Is the overall flow of the paper and presentation coherent?