

Chapter 1 : Social Research Methods - Knowledge Base - Internal Validity

What the Internal Case Includes – Current, correct, and memorable mission statement – How is the organization fulfilling an important role in your community -- in society? – How is it distinctive?

We offer a summary of the steps you can take to analyze the case material for each of the eight points we just noted. Some of the events have to do with its founding, its initial products, how it makes new-product market decisions, and how it developed and chose functional competencies to pursue. Its entry into new businesses and shifts in its main lines of business are also important milestones to consider. Once the historical profile is completed, you can begin the SWOT analysis. Examine each of the value creation functions of the company, and identify the functions in which the company is currently strong and currently weak. Some companies might be weak in marketing; some might be strong in research and development. Make lists of these strengths and weaknesses. The SWOT checklist gives examples of what might go in these lists. Analyze the external environment. The next step is to identify environmental opportunities and threats. Here you should apply all information you have learned on industry and macroenvironments, to analyze the environment the company is confronting. Which factors in the macroenvironment will appear salient depends on the specific company being analyzed. However, use each factor in turn for instance, demographic factors to see whether it is relevant for the company in question. The SWOT checklist lists some common environmental opportunities and threats that you may look for, but the list you generate will be specific to your company. Evaluate the SWOT analysis. That is, you need to balance strengths and weaknesses against opportunities and threats. Is the company in an overall strong competitive position? Can it continue to pursue its current business- or corporate-level strategy profitably? What can the company do to turn weaknesses into strengths and threats into opportunities? Can it develop new functional, business, or corporate strategies to accomplish this change? Never merely generate the SWOT analysis and then put it aside. Sometimes the mission and goals are stated explicitly in the case; at other times you will have to infer them from available information. Do they trade or exchange resources? Are there gains to be achieved from synergy? Alternatively, is the company just running a portfolio of investments? This analysis should enable you to define the corporate strategy that the company is pursuing for example, related or unrelated diversification, or a combination of both and to conclude whether the company operates in just one core business. Then, using your SWOT analysis, debate the merits of this strategy. Is it appropriate, given the environment the company is in? Could a change in corporate strategy provide the company with new opportunities or transform a weakness into a strength? For example, should the company diversify from its core business into new businesses? Other issues should be considered as well. What is the claimed rationale for any changes? It is also useful to explore how the company has built its portfolio over time. Did it acquire new businesses, or did it internally venture its own? All these factors provide clues about the company and indicate ways of improving its future performance. If the company is a single-business company, its business-level strategy is identical to its corporate-level strategy. If the company is in many businesses, each business will have its own business-level strategy. The company also may market different products using different business-level strategies. For example, it may offer a low-cost product range and a line of differentiated products. Identifying the functional strategies that a company pursues to build competitive advantage through superior efficiency, quality, innovation, and customer responsiveness and to achieve its business-level strategy is very important. You should further investigate its production, marketing, or research and development strategy to gain a picture of where the company is going. For example, pursuing a low-cost or a differentiation strategy successfully requires a very different set of competencies. Has the company developed the right ones? If it has, how can it exploit them further? Can it pursue both a low-cost and a differentiation strategy simultaneously? Can the company deal with these threats? How should it change its business-level strategy to counter them? Once you complete this analysis, you will have a full picture of the way the company is operating and be in a position to evaluate the potential of its strategy. Thus, you will be able to make recommendations concerning the pattern of its future actions. However, first you need to consider strategy implementation, or the way the company tries to achieve its strategy. Analyze structure and

control systems. The aim of this analysis is to identify what structure and control systems the company is using to implement its strategy and to evaluate whether that structure is the appropriate one for the company. Different corporate and business strategies require different structures. For example, does the company have the right level of vertical differentiation for instance, does it have the appropriate number of levels in the hierarchy or decentralized control? Similarly, is the company using the right integration or control systems to manage its operations? Are managers being appropriately rewarded? Are the right rewards in place for encouraging cooperation among divisions? These are all issues that should be considered. In some cases there will be little information on these issues, whereas in others there will be a lot. Obviously, in analyzing each case you should gear the analysis toward its most salient issues. For example, organizational conflict, power, and politics will be important issues for some companies. Try to analyze why problems in these areas are occurring. Do they occur because of bad strategy formulation or because of bad strategy implementation? Organizational change is an issue in many cases because the companies are attempting to alter their strategies or structures to solve strategic problems. Thus, as a part of the analysis, you might suggest an action plan that the company in question could use to achieve its goals. For example, you might list in a logical sequence the steps the company would need to follow to alter its business-level strategy from differentiation to focus. The last part of the case analysis process involves making recommendations based on your analysis. Obviously, the quality of your recommendations is a direct result of the thoroughness with which you prepared the case analysis. The work you put into the case analysis will be obvious to the professor from the nature of your recommendations. Recommendations are directed at solving whatever strategic problem the company is facing and at increasing its future profitability. Your recommendations should be in line with your analysis; that is, they should follow logically from the previous discussion. For example, your recommendation generally will center on the specific ways of changing functional, business, and corporate strategy and organizational structure and control to improve business performance. The set of recommendations will be specific to each case, and so it is difficult to discuss these recommendations here. Such recommendations might include an increase in spending on specific research and development projects, the divesting of certain businesses, a change from a strategy of unrelated to related diversification, an increase in the level of integration among divisions by using task forces and teams, or a move to a different kind of structure to implement a new business-level strategy. Again, make sure your recommendations are mutually consistent and are written in the form of an action plan. After following all these stages, you will have performed a thorough analysis of the case and will be in a position to join in class discussion or present your ideas to the class, depending on the format used by your professor. Remember that you must tailor your analysis to suit the specific issue discussed in your case. In some cases, you might completely omit one of the steps in the analysis because it is not relevant to the situation you are considering. You must be sensitive to the needs of the case and not apply the framework we have discussed in this section blindly. The framework is meant only as a guide and not as an outline that you must use to do a successful analysis.

Chapter 2 : How to Write a Business Case: 11 Steps (with Pictures) - wikiHow

As defined previously, case definition is the process of deciding which cases should be entered in the registry. In the cancer registry, all cancer cases except skin cancer might meet the definition for the cases to be included.

The SWOT analysis framework has gained widespread acceptance because of its simplicity and power in developing strategy. Just like any planning tool, a SWOT analysis is only as good as the information that makes it up. What is happening externally and internally that will affect our company? Who are our customers? What are the strengths and weaknesses of each competitor? Think Competitive Advantage What are the driving forces behind sales trends? What are important and potentially important markets? What is happening in the world that might affect our company? What does it take to be successful in this market? List the strengths all companies need to compete successfully in this market. What do we do best? What are our company resources – assets, intellectual property, and people? What are our company capabilities functions? How are we different from the competition? What are the general market conditions of our business? What needs are there for our products and services? What are the customer-market-technology opportunities? Customize your internal and external analysis Use the OnStrategy Solution to build a strategic plan that leverages your internal and external analysis. An evaluation needs to be completed drawing conclusions about how the opportunities and threats may affect the firm. Select which competitors to attack or avoid. The Internal Analysis of strengths and weaknesses focuses on internal factors that give an organization certain advantages and disadvantages in meeting the needs of its target market. Strengths refer to core competencies that give the firm an advantage in meeting the needs of its target markets. Weaknesses refer to any limitations a company faces in developing or implementing a strategy. Weaknesses should also be examined from a customer perspective because customers often perceive weaknesses that a company cannot see. Being market focused when analyzing strengths and weaknesses does not mean that non-market oriented strengths and weaknesses should be forgotten. Rather, it suggests that all firms should tie their strengths and weaknesses to customer requirements. Only those strengths that relate to satisfying a customer need should be considered true core competencies. The following area analyses are used to look at all internal factors affecting a company: Profitability, sales, product quality brand associations, existing overall brand, relative cost of this new product, employee capability, product portfolio analysis Capabilities: Both opportunities and threats are independent from the organization. If yes, it is an issue that is external to the organization. Opportunities must be acted on if the organization wants to benefit from them. Threats are barriers presented to an organization that prevent them from reaching their desired objectives. The following area analyses are used to look at all external factors affecting a company: Segments, motivations, unmet needs Competitive analysis: Identify completely, put in strategic groups, evaluate performance, image, their objectives, strategies, culture, cost structure, strengths, weakness Market analysis: Overall size, projected growth, profitability, entry barriers, cost structure, distribution system, trends, key success factors Environmental analysis: Technological, governmental, economic, cultural, demographic, scenarios, information-need areas Goal: To identify external opportunities, threats, trends, and strategic uncertainties The SWOT Matrix helps visualize the analysis. Also, when executing this analysis it is important to understand how these elements work together. When an organization matches internal strengths to external opportunities, it creates core competencies in meeting the needs of its customers. In addition, an organization should act to convert internal weaknesses into strengths and external threats into opportunities. Focus on your strengths. Shore up your weaknesses. Capitalize on your opportunities. Identify Against whom do we compete? Who are our most intense competitors? Makers of substitute products? Can these competitors be grouped into strategic groups on the basis of assets, competencies, or strategies? Who are potential competitive entrants? What are their barriers to entry? Evaluate What are their objectives and strategies? What is their cost structure? Do they have a cost advantage or disadvantage? What is their image and positioning strategy? Evaluate competitors with respect to their assets and competencies. What are their size and growth characteristics? What markets are declining? What are the driving forces behind sales trends? For each major market consider the following: Is this a business in which

the average firm will make money? How intense is the competition among existing firms? Evaluate the threats from potential entrants and substitute products. What is the bargaining power of suppliers and customers? What are the major cost and value-added components for various types of competitors? What are the alternative channels of distribution? How are they changing? What are the trends in the market? What are the key success factors, assets and competencies needed to compete successfully? How will these change in the future? An environmental analysis is the fourth dimension of the External Analysis. The interest is in environmental trends and events that have the potential to affect strategy. This analysis should identify such trends and events and estimate their likelihood and impact. When conducting this type of analysis, it is easy to get bogged down in an extensive, broad survey of trends. It is necessary to restrict the analysis to those areas relevant enough to have significant impact on strategy. This analysis is divided into five areas: What economic trends might have an impact on business activity? Interest rates, inflation, unemployment levels, energy availability, disposable income, etc Technological: To what extent are existing technologies maturing? What technological developments or trends are affecting or could affect our industry? What changes in regulation are possible? What will their impact be on our industry? What tax or other incentives are being developed that might affect strategy development? Are there political or governmental stability risks? What are the current or emerging trends in lifestyle, fashions, and other components of culture? What are their implications? What demographic trends will affect the market size of the industry? What are significant trends and future events? What are the key areas of uncertainty as to trends or events that have the potential to impact strategy? Understanding a business in depth is the goal of internal analysis. This analysis is based on resources and capabilities of the firm. A good starting point to identify company resources is to look at tangible, intangible and human resources. Tangible resources are the easiest to identify and evaluate: Intangible resources are largely invisible, but over time become more important to the firm than tangible assets because they can be a main source for a competitive advantage. Such intangible resources include reputational assets brands, image, etc. Human resources or human capital are the productive services human beings offer the firm in terms of their skills, knowledge, reasoning, and decision-making abilities.

Chapter 3 : The Internal Environment

Internal Analysis: Understanding a business in depth is the goal of internal analysis. This analysis is based on resources and capabilities of the firm. This analysis is based on resources and capabilities of the firm.

Although some elements affect the organization as a whole, others affect only the manager. Traditional managers give explicit instructions to employees, while progressive managers empower employees to make many of their own decisions. The following sections describe some of the elements that make up the internal environment. It explains the overall purpose of the organization and includes the attributes that distinguish it from other organizations of its type. This declaration should be a living, breathing document that provides information and inspiration for the members of the organization. Effective mission statements lead to effective efforts. A good mission statement is precise in identifying the following intents of a company: Just as colleges maintain policies about admittance, grade appeals, prerequisites, and waivers, companies establish policies to provide guidance to managers who must make decisions about circumstances that occur frequently within their organization. The formal structure of an organization is the hierarchical arrangement of tasks and people. Some organizations use a chart to simplify the breakdown of its formal structure. This organizational chart is a pictorial display of the official lines of authority and communication within an organization. Just as each person has a distinct personality, so does each organization. The culture of an organization distinguishes it from others and shapes the actions of its members. For example, many universities place high values on professors being published. If a faculty member is published in a professional journal, for example, his or her chances of receiving tenure may be enhanced. The second component is heroes. A hero is an exemplary person who reflects the image, attitudes, or values of the organization and serves as a role model to other employees. Awards banquets, company gatherings, and quarterly meetings can acknowledge distinguished employees for outstanding service. The honorees are meant to exemplify and inspire all employees of the company during the rest of the year. The final component, the social network, is the informal means of communication within an organization. This network, sometimes referred to as the company grapevine, carries the stories of both heroes and those who have failed. The overall tone of the workplace and the morale of its workers are elements of daily climate. People are the paramount resource of all organizations. As a result, organizational philosophies and managerial philosophies need to be in harmony. Fortunately, most organizations and managers are making the move toward the active participation and teamwork that empowerment entails. When guided properly, an empowered workforce may lead to heightened productivity and quality, reduced costs, more innovation, improved customer service, and greater commitment from the employees of the organization. In addition, response time may improve, because information and decisions need not be passed up and down the hierarchy. Empowering employees makes good sense because employees closest to the actual problem to be solved or the customer to be served can make the necessary decisions more easily than a supervisor or manager removed from the scene.

Chapter 4 : How to Write a Case for Support for Your Non-Profit (Part I)

The Business Case Template Adapted from Buttrick, "The Project Workout," p 1. The Executive Summary. Depending on the length of the business case you may want to include a high-level summary of the project.

The size and shape of a computer case is usually determined by the form factor of the motherboard, since it is the largest component of most computers. Consequently, personal computer form factors typically specify only the internal dimensions and layout of the case. Form factors for rack-mounted and blade servers may include precise external dimensions as well, since these cases must themselves fit in specific enclosures. Full-size tower cases are typically larger in volume than desktop cases, with more room for drive bays, expansion slots, and custom or all-in-one AIO water cooling solutions. In the high-end segment the unofficial and loosely defined XL-ATX specification appeared around 2002. It extends the length of the mainboard to accommodate four graphics cards with dual-slot coolers. While the market share of these exotic high-end mainboards is very low, almost all high-end cases and many mainstream cases support XL-ATX 10 expansion slots. This allows customers to build a fully fledged high-end computer in a significantly smaller case. Tower cases are often categorized as mini-tower, midi-tower, mid-tower or full-tower. The terms are subjective and inconsistently defined by different manufacturers. They can have anywhere from six to ten externally accessible drive bays, although in recent years as of 2010, this has shifted to offering better airflow in the front by moving the drive bays elsewhere in the case. The ratio of external to internal bays is shifting, however, as computing technology moves from floppy disks and CD-ROMs to large capacity hard drives, USB flash drives, and network-based solutions. The full tower case was developed to house file servers which would typically be tasked with serving data from expensive CD-ROM databases which held more data than the hard drives commonly available, but are moving now towards being showpiece display cases with custom water cooling, lighting, and tempered glass replacing acrylic. Hence many full tower cases include locking doors and other physical security features to prevent theft of the discs. A mini-tower case will typically have only one or two external bays. Outside of the United States the term is often used interchangeably with mid-tower. The computer case is sometimes erroneously referred to as the "CPU" or "hard drive". Most cases also have a power button or switch, a reset button, and LEDs to indicate power, hard drive activity, and network activity in some models. Such a case will also normally include the wires needed to connect these ports, switches and indicators to the motherboard. Major component locations[edit] The motherboard is usually screwed to the case along its largest face, which could be the bottom or the side of the case depending on the form factor and orientation. Many larger ATX cases can also be used with motherboards of other form factors. The bottom of the case, with a often filtered vent in the bottom of the case allowing the PSU to draw cool air from the outside. Regardless of the mounting position, the PSU will usually be attached to the case with four screws to support its weight. Most cases include drive bays on the front of the case; a typical ATX case includes 5. In modern computers, the 5. Vents are often found on the front, back, top, left side panel, and sometimes on the right side panel of the case. Regardless of their placement, their purpose is either to let cool air into the case, or to let hot air out. Larger vents usually allow cooling fans to be mounted via surrounding threaded screw holes. Newer cases include mountings for larger mm or mm cooling fans for quieter operation than the 80mm fans formerly common. Internal access[edit] Accessing the interior components of a modern tower case is done by removing the side panels. Looking front-to-back, accessing the motherboard, PSU, drive bays and most case fan installation points is done by removing the left side panel. Removing the right side panel is done less often to access the space behind the motherboard mounting plate. This space is devoted to cable management, as cables routed in front of the motherboard may disrupt the flow of air within the case causing increased temperatures. To prevent the buildup of performance-degrading dust within the case, many models feature dust filters in front of the air intake fans. While the exact method of accessing the front filters depends on the case model, it usually requires the removal of the entire front panel. Removal of the front panel itself may or may not require the removal of one or both of the side panel. Traditionally, most computer cases required computer case screws to hold components and panels in place. From the s there is a trend towards

tool-less cases, in which components are held together with snap-in plastic rails, thumbscrews, and other methods that do not require tools; this facilitates quick assembly and modification of computer hardware, and is also cheaper to manufacture. Case modding Through the s, most computer cases had simple rectangular shapes, and were often painted beige or white with little attention given to visual design. Beige box designs are still found on a large number of budget computers assembled from generic components. This class of machines is still known as white box computers. Case modding is the artistic styling of computer cases, often to draw attention to the use of advanced or unusual components. Since the early s, some cases have included clear side panels or acrylic windows so that users can look inside while it is operating. Modded cases may also include internal lighting, custom paint, or liquid cooling systems. Some hobbyists build custom cases from raw materials like aluminum, steel, styrofoam, acrylic, or wood.

Chapter 5 : Internal & External Analysis | OnStrategy Resources

What are internal controls and why are they important? Internal controls are the procedures put in place to help achieve the objectives of the university relating to financial, strategic, and academic initiatives.

Internal Rate of Return IRR is a financial metric for cash flow analysis, primarily for evaluating the performance of investments, capital acquisitions, project proposals, programs, and business case scenarios. As a result, each carries a different message about the value of the action. By definition, IRR compares returns to costs by finding the interest rate that produces a zero NPV for the investment cash flow stream. Not surprisingly, interpreting IRR results in a way that makes practical sense for investors and decision makers is a challenge. Consequently, cash flows for IRR analysis might look like the figure below. Note especially In the chart: Each bar represents the net of cash inflows and outflows for one two-month period. Positive values are net inflows, and negative values are net outflows. The complete set of net cash flow events is a cash flow stream. This stream shows expected cash flow results from one action, while the cash flow stream for another act might show a different cash flow profile. When comparing IRRs for different streams, other things being equal, analysts view the proposed action with the higher IRR as the better choice. Notice especially the shape, or profile of this example stream. This figure represents a typical investment curve because: The IRR metric, in fact, "expects" this kind of cash flow profile—costs first and benefits later. As a result, when the cash flow stream has this profile, an interpretable IRR probably exists. When cash flow events have another profile, instead, the stream may not have an IRR. Also, other strange IRR results may also appear when the profile is something other than an investment curve. Consequently, in such cases, the resulting IRRs are either very difficult to interpret or meaningless Internal Rate of Return: They specify, that is, an IRR rate that incoming proposals must reach or exceed to qualify for approval and funding. They have this view because NPV results from arbitrarily chosen discount rates while IRR, by contrast, results entirely from the cash flow figures themselves and their timing. Secondly, some also believe that IRR readily compares return rates with inflation, current interest rates, and financial investment alternatives. Note especially in the discussions below that this belief is sometimes supportable and sometimes not. It should be no surprise to learn that most businesspeople who are not in finance have a limited or poor understanding of IRR and its meaning. And, many are also unable to explain its meaning and proper use. Firstly, IRR meaning and interpretation. Secondly, common misconceptions and misuses of IRR. Thirdly, comparing IRR to other financial metrics.

Chapter 6 : The Project Business Case

Your case for support (sometimes called your "case statement," a term we will use interchangeably in this article) is one of the most important documents you can write for your non-profit. It forms the basis for all of your donor communications and asks, and provides a valuable resource to.

Chapter 7 : Computer case - Wikipedia

An organization's internal environment is composed of the elements within the organization, including current employees, management, and especially corporate culture, which defines employee behavior. Although some elements affect the organization as a whole, others affect only the manager. A manager.

Chapter 8 : What are Principles of Internal Control? - Definition | Meaning | Example

The internal audience should, at a minimum, include the project sponsors, the project manager and executive management. Considerations Because the business case may contain sensitive competitive information, it should be disseminated only to those who have achieved a level of trust within the organization.

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Chapter 9 : Rosewill RSV-R - 4U Rackmount Server Case - 8 Internal Bays, Includes 2 Fans | eBay

Internal assessments must include ongoing monitoring of the performance of the internal audit activity Ongoing monitoring is an integral part of the day-to-day supervision, review, and measurement of the internal audit activity.