

Background: skip a couple of lines from the Case Title, move to the left margin, and the heading for the first section will be **Background:**, bold, underlined, colon. This section will have short paragraphs, not indented, single spaced, starting below the section heading. With a long, detailed HBP case, this section could be a page in length. A description of the company, its products/services, and its history should be included in the beginning of this section. Some outside research may be required, so don't forget APA references. This section leads up to the Issue (problem) that must be addressed in the case.

Issue: skip a couple of lines from the end of the Background section, move to the left margin, and the heading for the next section will be **Issue:**, bold, underlined, colon. This is always only one sentence, under the heading, ending with a question mark.

Alternatives: skip a couple of lines from the end of the Issue sentence, move to the left margin, and the heading for the next section will be **Alternatives:**, bold, underlined, colon. Under the heading, number and list reasonable, possible Alternatives that will resolve the Issue. Alternatives should be expressed succinctly and can be just a few words or sentence fragments. It is important not to include Alternatives that are not feasible.

Analysis of Alternatives: skip a couple of lines from the end of the Alternatives section, move to the left margin, and the heading for the next section will be **Analysis of Alternatives:**, bold, underlined, colon. Under the heading, cut and paste the first Alternative (**number and text**), preceded by the Word "**Alternative**," bold, underlined, followed by the word "**- Suboptimal**" or "**- Optimal**," also bold, underlined. Don't forget the dash (-). Under the Alternative, in a few short sentences, single spaced and not indented, describe why the specific Alternative is "**- Suboptimal**" (not to be Recommended) or "**- Optimal**," (to be Recommended). Repeat for each Alternative to be analyzed and skip a line between Alternatives.

Recommendation: skip a couple of lines from the end of the Analysis of Alternatives section, move to the left margin, and the heading for the next section will be **Recommendation:**, bold, underlined, colon. Under the heading, begin with "This Report recommends:" and then list, with bullet points, the Optimal/Recommended Alternative(s) in a few words or sentence fragments.

Attachments: any Attachments should follow the body of the Report on separate pages. Each Attachment (map, diagram, picture, etc.) should have a reference on the bottom of the Attachment as to where it was taken from, should be labelled (e.g., Attachment 1), titled (e.g., Map of Corporate Office Locations Worldwide), and should be referred to in the body of the Report (usually in either the Background or Analysis section).