Leading Organizations Case Study

Here's a case study developed by MIT Sloan about Robin Chase, the founder of Zipcar, and the dilemma she faced when she realized the company's revenue was half what she needed in order to break even.

As you're reading, think about Chase's decisions as a leader in forming this company. How did she develop her mission, team, and pricing model? What do you think led to her miscalculation?

Project Description

Evaluate Chase's strengths and weaknesses as a leader, focusing on how they relate to the development of her mission, team, and pricing model. What do you think led to her miscalculation? Then, put yourself in Chase's position and discuss how you would have acted as CEO. How would your approach have differed, and why?

This project is to be completed **individually**. Write a 1000-1500 word reflection (approximately 2-3 pages, single-spaced) and submit it as a PDF to projects@quantic.edu. Make sure to address the entire prompt.

While additional sources are not required for this assignment, they are welcome. Please use Chicago-style citations wherever appropriate. You can find answers to FAQs about our citation policy here.

Learning Outcomes

When completed successfully, this project will enable you to:
- Analyze the failure to identify Chase's miscalculation and potential solutions.
- Evaluate her strengths and weaknesses in preventing and addressing major problems.
- Create your own leadership strategy for approaching a complex issue.

Plagiarism Policy

Quantic takes academic integrity very seriously—we define plagiarism as: "Knowingly representing the work of others as one's own, engaging in any acts of plagiarism, or referencing the works of others without appropriate citation." This includes both misusing or not using proper citations for the works referenced, and submitting someone else's work as your own. Quantic monitors all submissions for instances of plagiarism and all

plagiarism, even unintentional, is considered a [conduct violation](). If you're still not sure about what constitutes plagiarism, check out [this two-minute presentation]() by our librarian, Kristina.

It is important to be conscientious when citing your sources. When in doubt, **cite**! Kristina outlines the basics of best citation practices in [this one-minute video](). You can also find more about our plagiarism policy [here]().

Leading Organizations Case Study Rubric

Scores 2 and above are considered passing. Students who receive a 1 or 0 will not receive credit for the assignment, and must revise and resubmit to receive a passing grade.

Score	Description
5	- Clearly addresses the prompt - Leadership theory and concepts are used intelligently and creatively - Discussion of the leader's strengths and weaknesses is robust and supported by concrete examples and theory - Analysis of the decision-making context, the stakeholders in the narrative, and the consequences for the company is thorough. - The student provides a detailed explanation of how and why their own approach and decisions as leader would have differed. The merits of their approach and decisions are compelling and cogently argued.
4	- Clearly addresses the prompt - Leadership theory and concepts are used effectively - Discussion of the leader's strengths and weaknesses is well developed - Analysis of the decision-making context, the stakeholders in the narrative, and the consequences for the company is good. - The student provides a thoughtful explanation of how and why their own approach and decisions as leader would have differed.

3	● Clearly addresses the prompt ● Leadership theory and concepts are used appropriately ● Discussion of the leader's strengths and weaknesses is somewhat developed but more detail could be provided. ● Analysis of the decision-making context, the stakeholders in the narrative, and the consequences for the company is somewhat developed. ● The student provides some explanation of how their approach and decisions as leader would have differed, but greater specificity and/or justification is needed.
2	● Clearly addresses the prompt ● Leadership theory and concepts are used only superficially ● Discussion of the leader's strengths and weaknesses is underdeveloped. ● Analysis of the decision-making context, the stakeholders in the narrative, and the consequences for the company is underdeveloped ● The student barely describes their approach and decisions as leader and/or that description is framed in the broadest possible terms.
1	● Does not fully address the prompt ● Leadership theory and concepts are not used ● Discussion of the leader's strengths and weaknesses is missing. ● Analysis of the decision-making context, the stakeholders in the narrative, and the consequences for the company is lacking ● The student fails to discuss any particulars of how their leadership decisions would have differed from the leader's
0	● The assignment is plagiarized, not turned in, or completely off topic.