Template for MBR Example Case Study (ECS) Submission

# Overview

An MBR ECS article is expected to:

* Identify a situation of potential interest to managers
* Describe the situation in an engaging narrative
* Explain why the outcome of the story might not simply confirm what a manager would normally expect
* Where possible, place the results in the context of existing theory or propose an alternative theory
* Identify the implications of the story in terms of broader research questions

Such an article would normally be around 5 to 15 pages.

Acceptance of an MBR ECS submission will take into consideration:

* The significance of the issues being considered.
* The degree to which the outcomes of the story are likely to be either novel or confusing to practicing managers.
* The degree to which the author’s analysis or theory being presented offers a convincing explanation for the findings.
* Presentation of findings in a manner likely to engage readers.

# Instructions

* Save this document under the name to be used with the ECS submission
* Delete the “Instructions” page
* On the first page, replace the generic information with your specific information:
  + Leave the “Example Case Study” heading
  + Title: Use the **Title** style, centered.
  + (Author information will be submitted in the review system)
* Styles should be used for all headings
  + Main headings should use **Heading 1** style
    - Sub headings should use **Heading 2** style
      * **Heading 3**, Etc.
* Graphics should be embedded as .jpg, .gif or .png images. Do not use Office drawings.
* References should be listed at the end, in APA format
* Fill in the information specified in the **Reviewer Appendix** at the end of the template. This information will not be included in the published version of the article, but will be used during the review process.

Example Case Study Cover Page

Case Study: The Title Goes Here

# Tagline

In this section, place a 25-50 word paragraph that captures the key issues considered in the case. This will not appear in the article itself, but will be used in the contents. Since the question itself is the title, it should not be repeated in the tagline.

# Keywords

Put 5-10 keywords that will be used to index the article and make it easier to find when a search is done.

# Executive Summary

A 150-250 word summary that summarizes the case study and emphasizes the degree to which the findings being presented appear to offer value to managers in their decision-making. This will appear at the beginning of the article.

Example Case Study

Case Study: The Title Goes Here

# Introduction

An ECS article will normally begin with a brief description of the context of the business problem that is the central theme of the case study and the source of the case (e.g., was it created through direct observation by the author(s), compiled from public sources, etc.) Where these findings are analyzed in the context of a particular theory, that theory should also be described—hopefully in half a page of less. This section should avoid being a repetition of the executive summary.

# The Case

This section provides the case narrative in story form. Broadly speaking, such a story will tend to include the following elements:

* *Background*: Provides enough context so the business issues being addressed can be understood by the reader from outside the domain of the case.
* *Storyline*: The narrative of the events taking place in the case.
* *Outcome*: The consequences of actions associated with the case

In writing the case, authors should focus on making the narrative engaging, rather than on following any particular outline. Upon completing this section, the reader should have a clear understanding of the situation and outcomes described. Ideally, he or she should also have questions regarding the unexpected nature of some of these.

# Discussion

In this section, the case narrative is interpreted by the author(s). Of particular importance in the discussion section are the following:

* Identifying aspects of the case that might be considered unexpected by the reader (in case the reader did not notice them or failed to identify the incongruity).
* Interpreting the case in terms of existing theory, pointing out where such theory appears to be useful and where it does not.
* Offering new conceptual schemes where existing theory appears to be inadequate.

With respect to the last of these, the alternative conceptual scheme could then be expanded more fully in a subsequent MBR *Novel Idea* submission. As a general rule, the ECS submission should allow the reader room to develop his or her own interpretation, rather than pushing towards a particular interpretation.

# Conclusions

The summary of the key takeaways from the ECS. Normally, these should be under a page and should be sufficiently self-contained that a reader can jump to them and still understand them.

# References

APA format should be used for all references.

# Reviewer Appendix

The reviewer appendix is not published with the article, but it is a critical component of the review process. It is required to allow the manuscript’s reviewers to assess whether the ECS was conducted according to standards of rigor consistent with publishable research. The author(s) should fill out each of sections that follows.

# The ECS Question

Explain the process through which ECS case was selected. If the topic of the ECS was motivated by a business question or a research interest, describe the research conducted by the author(s) prior to formulating the question.

# Case Research Protocol

Explain the process through which the case study was acquired. As a general rule, the ECS submission differs from the MBR Research Case Study (RCS) submission in that the development of the ECS is inspired by an interesting situation or story, whereas the RCS would be the result of a more conventional research design where the development of the case (or set of cases) was directed towards testing a particular theory. For this reason, the degree to which the ECS design needs to be explained can vary considerably. For example, if the case is derived from reading the literature, an explanation of how the sources were collected would probably be sufficient.

Where a case study was developed by the authors, a more thorough description of the process will be required. This might include:

* How the case site (organization) was selected
* Data sources
  + Access to internal documents provided to case writer
  + Internal surveys conducted
  + Interviews
  + Identification and acquisition of public data sources from outside the organization
* Instrument design and validation (if applicable)
* Qualitative data gathering design (e.g., focus groups, interviews)
* Data analysis techniques employed

For author-developed cases, supporting analysis that would be inappropriate for the audience in the body of the article should be included. Key element of this section might include:

* A step by step timeline of how the research was conducted; tabular form preferred.
* A description of variations between the case research design and the actual conduct the research. In each case, the motivation for the deviation and a justification should be provided; narrative form preferred.
* Supporting analysis that would be beyond the scope of the paper, such as how interview protocols were developed and tested, non-trivial statistical analysis, comparison of respondent with non-respondent characteristics (for statistical surveys conducted part of the case and reported in the body of the manuscript), evidence of survey validation, and so forth.

This section will provide reviewers with the opportunity to get a clearer view of the rigor through which the research was conducted. It may also allow them to provide authors feedback on how issues might be addressed should an academic version of the submission be developed.

# The Discussion and Conclusions

Describe the process through which the discussion and conclusions were developed.

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