

# Cases in Management HTM\*3780, Winter 2020

## Instructor:

Dr. Erna van Duren

Professor: Hospitality, Food, and Tourism Management

Email: [evandure@uoguelph.ca](mailto:evandure@uoguelph.ca), Phone: 52100, Office/Building: MACS 224

## Class Meeting Times: TBA

## Calendar description:

In this course, students learn how to design, research and write cases used in the management discipline: (1) the teaching case, (2) the research case, and (3) the management decision-making case, as well as related research methods and professional and creative non-fiction writing.

## Materials

### Required textbooks

- Naumes, W., & Naumes, M. J. (2012). *The Art and Craft of Case Writing* (Vol. 3rd ed). Armonk, N.Y.: Routledge (available online UG library)
- Yin, R. (2018). *Case study research and applications : Design and methods* (Sixth ed.). Thousand Oaks, California: SAGE Publications

Other materials will be provided online

## Learning Outcomes for the Course

### Learning Outcomes

1. By completing this course students will know how to design, develop and produce three types of cases relevant to managers and management education across a variety of contexts and situations.
  - a. Teaching Cases - Students will know how to;
    - i. identify issues that are suitable for a teaching case,
    - ii. frame learning objectives related to those issues,
    - iii. develop a story line and evidence required for the case,
    - iv. conduct the research required to create that evidence,
    - v. write the case and test it in a suitable setting
    - vi. write the supporting teaching note
    - vii. develop one web-based learning aid
  - b. Research Cases - Students will know how to;
    - i. identify which type of management and related questions that are appropriate for the case study research method,
    - ii. frame suitable research objectives related to those issues,
    - iii. develop a case research protocol,
    - iv. conduct the research required to create that evidence and
    - v. write the case study

- c. Business Cases - Students will know how;
  - i. management decision making can be improved through the development of a business case, which is the reason or set of reasons given in support of an idea, action or approach to dealing with a management issue.
  - ii. to develop the evidence for a business case
  - iii. to write a business case in the form of a formal report, which includes text, figures, tables and other exhibit to convey a variety of quantitative and qualitative information
  - iv. to present a business case in a formal presentation
- 2. The process of case development described in objective #1 involves other learning objectives. By the end of this course, students will also be able to;
  - a. Design and conduct an interview
  - b. Write a story, research report and professional business report on the same topic
  - c. Use qualitative, quantitative, primary and secondary data and information and assess how it can and cannot be integrated or triangulated
  - d. Test a teaching case to develop an effective teaching note
  - e. Develop and deliver effective peer reviews
  - f. Complete/comply with REB etc.

#### Relation to the University of Guelph's Learning Outcomes:

**Critical and Creative Thinking:** By the end of the course students will know how to design, research and write three types of cases. This requires developing evidence to support business/management decisions. The teaching case requires writing a story to frame the information and context in which a management decision occurs. Management case development requires integration of various streams of knowledge.

**Literacy:** By the end of this course, student will know how to develop, assessing and triangulate information in various forms using in management teaching, research and decision making.

**Global Understanding:** By the end of the course students will be able to assess a variety of broader global contexts in which management cases might be set. Issue and problem exposition in a management case typically integrates a historical perspective, while civic knowledge and engagement and intercultural knowledge and competence may be the focal learning objectives for selected cases that are developed by students in this course.

**Communicating:** By the end of this course student will have oral, written and integrative communication skills. Writing a case focused on the creation end of communication, while some of the research methods focus on critical listening and reading skills.

**Professional and Ethical Behaviour:** By the end of this course, students will have worked in groups, teams and on their own. They will have teamwork skills, leadership and followership skills, personal organization and time management skills. Given that students will critique each other's work they will learn how to assert and respect intellectual independence. Lastly, most management cases contain an ethical dimension, which will be explored in class discussion, particularly as part of CME's focus on sustainability and corporate social responsibility

## Method of course presentation

Learning in this course will occur through attending classes, completing readings and case development projects that will include submitting and critiquing drafts, practice presentations, revisions and a final presentation. Each student will develop the structure and content for all three cases covered in this course and will write one type of case at the level of an appropriate academic or professional publication. Throughout the course, each student will be working on the development of his/her own case. The lecture, readings, presentation and class activities during each week of the course will support the development of each student's case.

## Method of Evaluation

Component	Grade %
Case Protocols (outline for all 3 types of cases)	20
Case – most likely a teaching case (write, test teach, revise_	70
Participation	10

## Topics Covered

### Management Cases

- Differences and Similarities;
- Structure and content
- Criteria for assessing their effectiveness

### Case research

- Which questions are best handled with cases
- When is case research appropriate and the most effective method?
- Relationship to other research methods
- Case research protocol: developing the methods and structure for a research case

### Research skills

- Interviewing
- Textual / qualitative analysis
- Descriptive statistics / Data “digging”
- Suitable analytical methods
- Working with imperfect research

### Writing the teaching case

- Element of a good story,
- Setting up the decision point
- Appropriate format and style
- The teaching note

### Writing the management decision making case

- Elements of an effective case reports
- Setting up a structure to support decision making
- Appropriate format and style

### Writing the research case

- Elements of an effective research case study
- Setting up a structure and format for publication
- Appropriate format and style