

# Case study essay format

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Case Quarterly Teaching Cases in Action Issue 6, Spring 2012 oikos  
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 by telex4. Creative Commons License. Attribution 2.5 Generic (CC BY 2.5).  
 Foreword Dear reader, The topic of our Spring 2012 issue is Sustainable Housing.  
 Our homes, offices and other buildings cause a whole range of environmental  
 impacts, including carbon dioxide emissions, related to the use of  
 energy for the heating, lighting and running of these buildings;  
 production of construction materials; and deconstruction of  
 buildings at the end of their life. In addition, homelessness and  
 urban slums are some of the social problems related to the topic of  
 sustainable housing. In this issue we present three cases from the oikos online case  
 collection. The Kimpton Hotels case (by Murray Silverman and Tom  
 Thomas) describes the rollout of a major environmental initiative (“ EarthCare”  
 programme) at the chain of boutique hotels. Terence  
 Tsai and Shubo Liu write about their case Hung Hom Peninsula in Hong  
 Kong and the controversy involved in the proposed demolition of the never-  
 occupied residential building complex of Hung Hom Peninsula.

Our third case – The ReUse People (by Charles Corbett) – also focuses on the building deconstruction process and gives an account of an organisation that specialises in deconstruction with the aim of reusing as much of the materials as possible, hence keeping them out of landfill. You will find several other cases on sustainable housing in the eikos online case collection. You may be interested to check the Living Homes case (by Rebecca Henn and Andrew J. Hoffman) which describes a start-up company offering “green”, prefabricated homes.

The Hayward Lumber Company case traces the greening of Hayward Lumber Company, which decided to switch to Forest Stewardship Council (FSC) certified lumber to meet a growing demand for green building materials in California. Another California-centred case is The Ambrose Hotel by Magali Delmas and Charles Corbett that describes ecolabelling strategies of a California based hotel. A different angle to the sustainable housing problem is taken by Lisa Jones Christensen in the case Jamii Bora and Kaputei Town: this case outlines an entrepreneurial solution to the problem of urban slums in Nairobi (Kenya) and the process of creating an innovative new town.

Finally, the case The Mountain’s Institute Earth Brick Machine by John Buffington and Ted London exposes the challenges of growing an non-profit organisation – The Mountain Institute (TMI) – that produces environmentally-friendly bricks from dirt, allowing for low cost construction of housing and other structures. From the eikos case collection, other interesting cases dealing with environmental and social aspects of housing are ZETA Communities (Stanford Business School) – a net-zero energy,

prefabricated housing company; Project Frog (Darden Business Publishing) – a sustainable-building manufacturer transitioning from start-up to the next phase of growth; Alarcity Housing (IBS Center for Management Research) – ethical policies and practices of a corporation in the Indian housing construction industry; The Orchid Ecotel (Ivey Publishing) – an environmentally-friendly hotel in India; and, finally, Dharavi (Harvard Business Publishing) – redevelopment of the largest slum in Asia. We hope that you will enjoy reading the Spring 2012 issue and discovering organisations that deal with a range of environmental and social problems related to housing.

As usual, we would be very happy to receive your feedback, including suggestions for new issues, [email protected] oikosinternational.org. Liudmila Nazarkina, oikos Case Quarterly Editor. Next issue of oikos Case Quarterly (Summer 2012) will be focused on the topic of Cross-Sector Partnerships and we will feature the following cases:

- “Building and Scaling a Cross Sector Partnership: Oxfam America & Swiss Re Empower Farmers in Ethiopia” by Jonathan Doh, Ted London and Vasilija Kilibarda
- “Corporate Social Engagement: How Aramex Crosses Boundaries” by Luk Van Wassenhove and Lea Stadler
- “Transforming the global Fishing Industry: The Marine Stewardship Council at full sail?” by Aileen Ionescu Somers, Ulrich Steger, Alexander Nick and Oliver Salzmann

2 2 Spring 2012 Issue 6 | www.oikosinternational.org/academic/KimptonHotels: Balancing Strategy and Environmental Sustainability by Murray Silverman and Tom Thomas The Case Story top management commitment, use of cross-functional teams, employee

engagement and communication methods used. There were two basic ground rules for the rollout. First, new initiatives had to reduce costs, have no net cost impact and investments had to have a maximum 12-month payback. Second, new initiatives couldn't adversely affect customer perceptions or satisfaction. Students often get so wrapped up in the initiatives that they believe an organization can introduce, they lose track of the difficulties associated with implementing initiatives: How do you engage employees and managers? How do you embed new values and initiatives in the organizational culture? " We believe that the importance of embedding sustainability into organizations is not given enough attention. Kimpton does an excellent job of institutionalizing sustainability, providing students with an opportunity to see how they did it.

We have successfully introduced this case in environmental management, business & society and strategic management courses. Topics that can be used to initiate or focus discussion for each of the three courses are listed below: Strategy course—creating sustainable competitive advantage, brand differentiation, cost savings and top-line benefits, first mover advantages, cause-related marketing, aligning strategy and structure with core values, and the integration of strategic management and environmental values.

Business & Society course—corporate citizenship and social responsibility, stakeholder relations, social capital, strategic philanthropy and the integration of strategic management and environmental values. for shareholders and society by leading their organizations toward greater social and environmental sustainability. Here received his

Master of Public Policy (MPP) degree from the University of Michigan, Ann Arbor, and an MBA and Ph. D. in Business and Public Policy at the University of California, Berkeley. Dr. Silverman, Dr. Thomas and three colleagues created SFSU's MBA Emphasis in Sustainable Business in 2007.

The SFSU College of Business was recognized recently by the Aspen Institute's Beyond Grey Pinstripes as one of the top business schools in the world (#16) at integrating social and environmental issues into its curriculum. Kimpton's founder, Bill Kimpton, is credited with inventing the "boutique" hotel segment in 1981. By 2005, Kimpton Hotels was comprised of 39 hotels throughout North America and Canada, each one designed to create a unique and exceptional guest experience. An important aspect of their efforts to establish the Kimpton brand was the development and rollout of all of their hotels of a major environmental initiative they named EarthCare.

EarthCare was built on an already established commitment to environmental and social responsibility. Their Hotel Triton was a model for the program, as it already included initiatives such as: energy efficient lighting solutions, low-flow/high pressure showerheads and sink aerators, and toilets that reduce water use, linen and towel reuse program, non-toxic, non-allergenic, all natural cleaning products, low VOC paints used to paint walls and ceilings and more. Planned future initiatives went well beyond those in the Triton Hotel. The case details the internal implementation process, including Teaching the Case

Tom Thomas and I wanted to write a case that showed that sustainability could be integral to the overall strategy of the business. We

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wanted both strategy and business sustainability instructor to embrace it. This case demonstrates how sustainability can lead to both top line and bottom line benefits. Also, Murray Silverman is a Professor of Management in the College of Business at San Francisco State University. He received his M. S. in Industrial Administration from Purdue University's Krannert School and his Ph. D. in Business from Stanford University. Professor Silverman teaches in the areas of Business & Society and Business & the Natural Environment. Tom E.

Thomas is an Associate Professor at San Francisco State University, where he co-directs (with Murray Silverman) the Center for Ethical and Sustainable Business. His teaching and research are focused on helping future executives and managers create great value. Murray Silverman 3 Tom Thomas Spring 2012 Issue 6 | www.oikosinternational.org/academic Environmental course- environmental impacts in the hotel industry, potential for financial benefits of environmental initiatives, industry environmental leadership, voluntary initiatives and self-regulation, institutionalization of environmental commitment, green-washing, and the integration of strategic management and environmental values.

In teaching the case, we typically focus first on whether there is a 'business case' for EarthCare. This allows us to introduce top-line and bottom-line considerations as well as tangible and intangible benefits. The second area of focus is institutionalization. Students often get so wrapped up in the initiatives that they believe an organization can introduce, they lose track of the difficulties associated with implementing initiatives: How do you engage employees and managers? How do you embed

new values and initiatives in the organizational culture? This case is well suited to explore both the ‘business case’ and the issue of institutionalization.

We believe there is a dearth of cases that allow students to explore the process of institutionalizing and embedding sustainability into organizations. We offer an MBA course in Managing the Sustainable Business that focuses on the internal aspects of introducing and embedding initiatives. We want our students to be ‘intrapreneurs,’ change agents who can act from within their organizations, whether they are in marketing, HR, operations, etc. Two cases that we have found to be excellent in regard to the internal issues and processes associated with introducing change are Hermes Microtech and WalMart’s Sustainability Strategy (A).

Favorite Cases challenges did they face and how did they deal with those challenges? Here at San Francisco State University, we established our Center for Ethical and Sustainable Business in 2010. One of our initiatives is a Casewriters Forum. The initiative would include a variety of efforts to promote and support the development of business sustainability case studies by fostering collaboration among leading sustainability casewriters who teach at business schools in the San Francisco Bay Area, and providing incentives and mentoring support to help faculty develop and apply casewriting skills in the area of business sustainability.

New Case Development Case Purchase Information  
 We would like to see more cases that focus on the introduction of sustainability initiatives in larger businesses. While it is often easier



to get permission to write cases in start-ups and small environmentally oriented businesses, we need more cases relating to larger corporations, as many of our students will be working there. I would especially like to see the focus on the internal process. Who was the driver? What? Inspection copy of the case “Kimpton Hotels: Balancing Strategy and Environmental Sustainability” is available from the iKOS Case Collection.

Please contact Murray Silverman and Tom Thomas for permission rights. This case is also part of the iKOS Case Collection book (Volume 1): Case Studies in Sustainability Management and Strategy published by Greenleaf. 4 4 “Swallowtail” by Tanaka who. Creative Commons License. Attribution 2.5 Generic (CC BY 2.5). Spring 2012 Issue 6 | www.oikosinternational.org/academic Hunghom Peninsula in Hong Kong: A Realistic Call for Corporate Social Responsibilities by Terence Tsai and Shubo Liu The Case Story Hunghom was later sold to the private property developers who originally built the complex.

The developers, New World Development Company Limited (NWD) and Sun Hung Kai Properties Limited (SHKP) came up with a reconstruction proposal for Hunghom Peninsula: demolish and redevelop the area into a luxurious private estate. However, the intention to demolish the never-occupied Hunghom Peninsula came under heavy criticism from the public in large part because the demolition process would produce extensive pollution to the environment, which violated both social parties and the companies' corporate mission of being responsible to the society.

Under these circumstances, the management team had to withdraw the demolition plan and reconsider their decision.

After the developers thought twice about all the relevant parties' interests and took corporate social responsibility into account, they gave up the demolition plan and decided to conduct an extensive internal reconfiguration and renovation to upgrade the property to medium-grade private housing estate standard. " The case served as a good example to students and the future managers and gave insight on how business profitability could be balanced with environmental concern and social responsibility. " information. This case had been used in both MBA and EMBA courses in Business Ethics, the last module of Business Strategic class.

During the class, the case provoked holistic thinking of strategic management as well as discussion of business environment analysis and stakeholder analysis. The major learning and discussions fell on Stakeholder Analysis by the case. The (A) and (B) cases vividly present a ' stakeholder dilemma' to case readers and permitted a detailed stakeholder analysis: to predict the responses of different stakeholders of the real estate project, students perform both quantitative and qualitative analyses. The class participants found the case useful because the case pointed out to students the importance of issues associated with business ethics and reviewed the role of corporate social responsibility in business strategy.

In addition, the cases served as a good example to students and the future managers and gave insight on how business profitability could

be balanced with environmental concern and social responsibility. It gave students a good chance to analyze stakeholders' needs and business environment and reminded students that besides profit, companies also needed to take social responsibility and business ethics into account when they make decisions. The teaching flow can be seen from the following questions: 1. What factors should the developers consider in making the decision? Who are the involved stakeholders? (A case) 2.

Which proposal should the developers choose? Why? (A case) 3. What role should the Hong Kong Government play in this incident? (B case)

The residential building complex of Hung Hom Peninsula was built under the Hong Kong government's Private Sector Participation Scheme (PSPS) program that was intended to provide housing for middle class residents at a discounted price. Due to an economic downturn and a shrinking real estate market threatening property values, Terence Tsai Shubo Liu, Terence Tsai is an associate professor in Management and the Director of Case Development Centre of China Europe International Business School.

His research interests include Management of Multinational / Transnational Corporations (MNCs), Globalization of Chinese Enterprises, Strategic Environment Management and Cross-Cultural Management. Shubo Liu is a doctoral student at the Edinburgh University Business School and Research Assistant at the China Europe International Business School. His PhD topic is Green Innovation and he is working with Terence on developing a number of cases of sustainability innovation in MNCs in China. Teaching the Case

We developed the case based on a MBA in-class discussion in a selective course of Sustainability Development and Strategy at CEIBS.

One of the class participants was from Hong Kong and he told the story of the Hunghom Peninsula project. Both the instructor and other participants found this story interesting and thus we decided to develop the story into a good teaching case with additional 5 Spring 2012 Issue 6 | www.oikosinternational.org/academic

4. What was the underlying cause of this controversial incident? (B case)

5. What would you do if you were the decision maker? What better measures would you take if you were in a similar scenario or in the future? (C case)

6. The developers changed their mind in 2 week time. What are your opinions of their new decision? Please comment on these actions. (C case)

7.

What is the issue's impact on Hong Kong's business environment? (C case)

Favorite Cases We like using the "Sinyi Real Estate in Taiwan" case (Ivey Publishing, 9B08M77). This case portrays the importance of corporate culture and business ethics. It also gives an example that a firm can use business ethics as its differentiation strategy. The case illustrates Sinyi Real Estate's innovative HR and service practices. becoming mainstream for they not only help firms use resources more effectively but also pave the way for sustainable development.

Successful cases in this field are worth more studies and sharing with others. Case Purchase Information New Case Development

We have done several rounds of interviews with General Electric and Philips in China to investigate both firms' green innovation processes. Currently and in the future, eco-innovations are

Inspection copy of the case “

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HunghomPeninsulainHongKong: ARealisticCallforCorporate SocialResponsibilities” isavailable fromtheoikosCaseCollection. Thiscaseisavailableforpurchase fromecch: PartA(710-046-1), PartB(710-047-1)andPartC (710-048-1). 6 1 “ MEC’sgreenroofamongothers” by416style. CreativeCommonsLicense. Attribution2. 5Generic(CCBY2. 5). Spring2012Issue6] www. oikosinternational. org/academic The ReUse People: Turning Scrap into Sales y Charles Corbett The Case Story operations, butoftendonot havethefinancialslacktodoso. Second, thecasepresentsagood vehiclefordiscussingthetradeoffsbetweenvariousapproaches togrowth, oneofwhichisorganic, theotheravariationonfranchising. Thecasealsoshowshowgood managementsystems(inthiscase, fordeconstructionprocess, storage, logistics, etc. )canhelpavoidlarge amountsofwasteunnecessarily goingtolandfill. Manyofthe deconstructedmaterialscould besalvagedandsoldlocally, or inMexico, ordonatedtocharity (Habitat). TheReUsePeoplefilla needbyconnectingasupplyand ademandthatalreadyexistbut ndifferentplaces; onecanthink ofTRPasapipelinebetweenthat supplyanddemand. “ When I use the case at UCLA, Ted Reiff is usually able to join the class discussion, which naturally adds further insight to the discussions. Faculty teaching this case elsewhere in the US could consider inviting one of the regional managers to join the class discussion, to get deeper insight into how TRP is run. ” Thecasewaswrittentobeused inacourseonenvironmental managementor(social) entrepreneurship, primarilyto CharlesCorbett, Ph. D. , isprofessor ofOperationsManagementand EnvironmentalManagementat theUCLAAndersonSchoolof Management.

His research and teaching focus on operations of entrepreneurs and small business, and on sustainability and operations. His research has been published in the leading journals in the field, and he has been invited to present over 100 seminars and lectures at institutions and conferences worldwide, including over a dozen keynotes and tutorials. He has received numerous teaching awards demonstrate a few key points. One is to show how salvaging leftover materials (in this case building materials) can be turned into a viable business model. Another is to discuss the challenges faced by any small organization that plans to grow but that faces financial constraints in doing so.

For instance, it is easy to assume that you have more control over deconstruction operations if you hire your own crews, but that assumes that you have a well-run organization in which management in California can exert effective control over crews in Chicago. Similarly, it seems plausible that you can expand faster by certifying others, but that assumes that you can find suitable demolition contractors in other parts of the country and can train and certify them faster than if you were to attempt to hire your own crews in those same locations. Purely based on financials, growing with TRP crews looks far better, as TRP earns more money on deconstruction with their own crews.

Given that there is enough time to expand slowly, the narrow financial picture would favor growing organically within-house crews, not jumping into too many locations at once but opening a warehouse with at least 2-3 crews in one location and making it successful before moving to the next at UCLA.

He is currently serving as Deputy Dean for Academic Affairs (2009-12), and was previously an Associate Dean for the MBA program. Professor Corbett holds a Ph. D. in Production and Operations Management from INSEAD in Fountainbleau, France, and a Drs. in Operations Research from Erasmus University Rotterdam (Netherlands).

The ReUse People (TRP) case discusses an organization that specializes in deconstruction of buildings, with the aim of reusing as much of the materials as possible, hence keeping them out of landfill. The organization is facing a classical growth-related dilemma: should it grow organically, keeping most of the work in-house but hence limiting its growth rate, or should it “franchise” its deconstruction approach by certifying other companies in the deconstruction process? The mission of The ReUse People is squarely environmental, but the organization is increasingly aiming to provide social benefits too by reaching out to community organizations and providing employment opportunities.

At the time of the case writing TRP was growing by certifying contractors, partly opportunistically, and they have since decided to keep doing that. Since the case was written, TRP’s national expansion has continued. Teaching the Case The case can be used to highlight several pedagogical points. First, the case highlights a challenge common to many successful nonprofit organizations: once they grow beyond what the original entrepreneur can control, they need to bring in staff to manage

oikosinternational.org/academic\_nextlocation. However, consider TRP's mission: keeping material out of landfill.

To fulfill that mission, TRP should grow as fast as possible, considering the financial considerations as a constraint rather than the objective. That argues strongly for growing by certifying contractors. Students usually enjoy discussing these trade-offs, as this discussion forces them to get to the heart of the conflict between TRP's mission and the constraints it faces. For various reasons, TRP has ended up focusing more on expanding by working with partners and certifying crews elsewhere, rather than trying to hire and manage their own crews all over the country. There is a very good 30-minute video that features The ReUse People and that I often show in my class.

It is one of the episodes in the California's Gold series by Huell Howser (California's Green #123-HOME DECONSTRUCTION). Part of the video is also available on YouTube, and can be accessed from TRP's website under Media Center, Audio & Video Clips. When I use the case at UCLA, Ted Reiff is usually able to join the class discussion, which naturally adds further insight to the discussions. Faculty teaching this case elsewhere in the US could consider inviting one of the regional managers to join the class discussion, to get deeper insight into how TRP is run. (featuring a medical doctor who starts a clinic and subsequently a collection of community programs in a township in South Africa).

The last case is part of the oikos online Case Collection. New Case Development For environmental management and social entrepreneurship, I would like to see more cases with tangible takeaways, in the form of specific tools, <https://assignbuster.com/case-study-essay-format/>



checklists, etc. In particular, more cases using life-cycle assessment to inform managerial decision-making would be valuable. For social entrepreneurship, it would be helpful to have more cases that get into the details of the “how to”: not just focusing on a major decision that the entrepreneur is facing, but also getting into more specifics on how the entrepreneur should execute whichever strategy s/he chooses. Favorite Cases

Other favorite cases include Freeport Indonesia (Richard Vietor, HBS, on sustainability, enables great discussions among students), and Ndlovu: The Clock Ticks (Charles Corbett & Sarang Deo, UCLA/ Kellogg, on social entrepreneurship, Case Purchase Information Inspection copy of the case “The ReUse People: Turning Scrap into Sales” is available from the oikos Case Collection.

Please contact Charles Corbett for permission rights.

This case is also part of the new oikos Case Collection book (Volume 2): Case Studies in Social Entrepreneurship and Sustainability published by Greenleaf. 8 8 “Deconstruction 1” by Diamond Moutain. Creative Commons License. Attribution 2.5 Generic (CC BY 2.5).

Spring 2012 Issue 6 | [www.oikosinternational.org/academic](http://www.oikosinternational.org/academic) News Case Writing Competitions oikos Case Writing Competition 2012 We are very pleased to announce the winners of the 2012 oikos Case Writing Competition! You can download inspection copies of the winning cases from our online case collection. Corporate Sustainability track: First Place: Mind the Gap: Royal Dutch Shell’s Sustainability Aagenda in Nigeria Esther Hennchen (ESADE Business School), Josep Maria Lozano (ESADE

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BusinessSchool) SecondPlace: Building and Scaling a Cross-Sector Partnership: Oxfam America and Swiss Re's Empower Farmers in Ethiopia JonathanDoh(VillanovaUniversity),

TedLondon(WilliamDavidson Institute/RossSchoolofBusiness, UniversityofMichigan)andVasilias (Lea)Kilibarda(WilliamDavidson Institute, UniversityofMichigan) ThirdPlace: Of Orangutans and Chainsaws: Cargill, Inc. Confronts The Rainforest Action Network's Palm Oil Advocacy RamSubramanian(MontclairState University) Runners-Up: Walmart: Love, Earth N. CraigSmith(INSEAD)andRobert J. Crawford(IndependentWriter) Sustainable Development at PepsiCo DebapratimPurkayastha(IBMHyderabad)andAdapaSrinivasaRao (IBSHyderabad)

Social Entrepreneurship track: FirstPlace: TerraCycle JanLepoutre(VlerickLeuvenGent ManagementSchool), StuartRead (IMD)andPhilippeMargery(IMD) SecondPlace: World Toilet Organization: Leveraging Resources for Social Impact ImranChowdhury(ESSECBusiness SchoolandPaceUniversity)and ThierrySibieude(ESSEC BusinessSchool) ThirdPlace: Crediamigo: Partnering with VivaCred? EmmanuelRaufflet(HECMontreal) andFredericLavoie(CECI) Runners-Up: Bio-Vert: Green to What Limit? CatherineBedard(Concordia University), GenevieveGrainger (ConcordiaUniversity)andRaymond Paquin(ConcordiaUniversity) Nuru Energy FilipeSantos(INSEAD)andAnneMarieCarrick-Cagna(INSEAD)

Free cases /Teaching materials oikosFreeCaseCollectionnow comprisesthreecases: Better PlacebyDrorEtzionandJeroen Struben(McGillUniversity, Canada); LululemonbyAndreaErinBass

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(University of Nebraska-Omaha, USA); and Portland Roasting Company by Madeleine Pullman, Greg Stokes, Price Gregory, Mark Langston and Brandon Arends (Portland State University, USA). Better Place case was featured in Issue 3 (Sustainable Mobility) of oikos Case Quarterly; Lululemon and Portland Roasting Company were featured in Issue 5 (Sustainable Lifestyles) of oikos Case Quarterly.

If you are a faculty member and you are interested in teaching these cases, you can request a free teaching note by sending us an email [email protected] org.

CasePlace Search of the Week “Search of the Week” helps CasePlace viewers quickly locate teaching material that relates to current events.

The most recent new searches are Green Building and Consumerism.

CasePlace users can view and download teaching cases, research notes, working papers, policy reports, essays, interviews and syllabi related to these topics. ecch Case Awards 2012

This year an unprecedented 13 schools from 7 countries in 4 geographical regions have produced winners in the 2012 ecch case awards and competitions.

The Outstanding Contribution to the case method award was won by James A Erskine, Michiel R Leenders and Louise A Mauffette-Leenders of the Richard Ivey School of Business. Visit [www.ecch.com/awards2012](http://www.ecch.com/awards2012) for more information and to view the winning cases. 10 9 Spring 2012 Issue 6 | [www.oikosinternational.org/academic](http://www.oikosinternational.org/academic) Winter 2012 Issue 5 | [www.oikosinternational.org/academic](http://www.oikosinternational.org/academic) Case Teaching Workshops ecch workshop: Teaching with Cases 27-29 June 2012 AESE, Portugal This annual workshop is run in association with the Richard Ivey School of Business.

It dispels the mystique of teaching with cases while helping teachers avoid some of the elementary pitfalls. The framework of the workshop is based on the unique concepts developed by the tutors. This 3-day workshop will be of benefit to a wide audience, including: experienced and inexperienced teachers interested in participatory learning and case use; junior and senior faculty from any sector or discipline. Fees: £695/€825 non-residential. Fees include course materials and lunches. ECCH member organisations receive 10% discount. A minimum of one subsidised place for participants in developing countries is available on this event.

More information on the ECCH website. speak about their business and take questions from participants. With the support of the event speakers, participants will work in teams through a series of exercises to complete a case draft based on the guest entrepreneur's experiences. The cases will be looked at by the speakers and the entrepreneur and a winning case will be announced. Fees: £335/€400 non-residential. Fees include course materials and lunch. ECCH member organisations receive 10% discount. A minimum of one subsidised place for participants in developing countries is available on this event. More information on

the ECCH website. cch workshop: Aligning Your Teaching and Research – The Potential of Case Studies 26 October 2012 Europe (venue to be confirmed) At a time when universities are encouraging academics to strengthen the link between their research and teaching, this workshop will provide a framework for using the case method in this process. By bringing research into the classroom, the tutor benefits

from student input and responses, whilst students respond well to the enthusiasm and vested interest of the tutor. This workshop explores the use of cases to maximise the potential of the link between research and technique.

Participants will work through their own experiences and opportunities in a supportive environment. Fees: 335 non-residential.

Fees include course materials and lunch. ecch member organisations receive 10% discount. A minimum of one subsidised place for participants in developing countries is available on this event. More information on

the ecch website. GRONEN – Teaching Case Development Laboratory 28 June

2012 GRONEN Research Conference 2012, Couvent Royal, Saint Maximin la

Sainte Baume, France Theikos Faculty Development

Symposium will offer a platform for reviewing key strategies on

how corporate sustainability can be integrated into teaching at business schools.

Professional Development Workshop (PDW) 3-Teaching Case Development

Laboratory – aims at exchanging experiences in using teaching cases

in sustainability-related courses, as well as mainstream disciplines such

as corporate strategy, marketing, entrepreneurship and finance.

The workshop intends to gather scholars within the GRONEN network

who are teaching cases or/and are involved in case writing. By

including experienced case writers and instructors we will explore principles,

methodologies and tools for efficient case teaching and discuss what an “ideal”

teaching notes should include.

Please register for this workshop via GRONEN website. Case Writing Workshops

ecch workshop: Writing Cases (Singapore) 11-13 June 2012

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National University of Singapore This intensive workshop, presented in association with the Richard Ivey School of Business, will be led by one of the world's most experienced case method tutors. The workshop aims to help participants write effective cases quickly and develop skills to create a more enriching classroom environment for their students. The framework of the workshop is based on the unique concepts developed by the tutor. Each participant will be required to complete a pre-workshop

Cases and Entrepreneurship – Making it Work for You 28 June 2012  
 Cranfield School of Management, UK This one-day event will be an opportunity for specialists of entrepreneurship education to share their experience of using cases to make their teaching engaging, participatory and meaningful. The programme includes an overview of using cases in entrepreneurship teaching; using cases to link research, teaching and practice; designing an instructors' manual (teaching note) to guide effective case teaching; and an entrepreneur spotlight – a guest entrepreneur from an unpublished company will 10 11 10  
 Spring 2012 Issue 6 | [www.oikosinternational.org/academic](http://www.oikosinternational.org/academic) assignment.

This will involve conducting a field interview with a case contact person and writing the opening paragraph (up to 60 words) for a potential case. During the workshop, each participant will complete a short case based on this interview. Fees: ? 695/€845 non-residential. Fees include course materials and lunch. ecch member organisations receive 10% discount. An optional social dinner will be held on 12 June for an additional cost of ? 30/€40. A minimum of one subsidised place for participants in developing countries

is available on this event. More information on the ecch website. Cases that Sing in the Classroom: Insights into Developing and Teaching ecch workshop: Writing Cases (Portugal) -4 July 2012 AESE, Portugal Presented in association with the Richard Ivey School of Business, the workshop aims to help participants write effective cases quickly and develop skills to create a more enriching classroom environment for their students. The framework of the workshop is based on the unique concepts developed by the tutors. Each participant will be required to complete a pre-workshop assignment. This will involve conducting a field interview with a case contact person and writing the opening paragraph (up to 60 words) for a potential case. During the workshop, each participant will complete a short case based on this interview. Fees: 695/€825 non-residential.

Fees include course materials and lunches. ecch member organisations receive 10% discount. A minimum of one subsidised place for participants in developing countries is available on this event. More information on the ecch website. brief overview on case writing programmes and existing case writing competitions with a focus on sustainability-related competitions (e. g. EFMD, DarkSide, NextBillion, August 2012 (exact date to be oikos). In Part 2 we will dive into the confirmed) practice of case writing programs by Academy of Management conference sharing the experiences of the UNDP 2012, Boston, US GIM Case Writing Initiative and other This Professional Development initiatives.

Part 3 will be devoted to Workshop will take place at the a wrap-up and the announcement of Academy of Management (AoM)

the 2012 winners of the ICAE Global Annual Meeting and will be Case Writing Competition. focused on developing exceptional cases, i. e. cases that ‘sing in the classroom’ and creatively teaching bedone via the AoM website. cases, i. e. ‘orchestrating the choir’. This session will interactively involve participants in exploring critical International Case Study aspects of exceptional teaching Conference 2012 using case discussion pedagogical approaches.

There will also be December 14-15, 2012 an opportunity to discuss next steps for participants’ case ideas, IBS Hyderabad is organising an cases in progress, and completed International Case Study Conference cases. Session participants will on December 14-15, 2012. Case have opportunity to significantly enhance their case development and authors are invited to participate and present unpublished case teachings skills. studies in all areas of management Registration for this PDW session can and on the theme topic, ‘Social Media and Business’. A bedone via the AoM website. Preconference Workshop on Case Writing would be conducted on December 13, 2012.

There will also The Case Development be a Concurrent Workshop on Case Lab: Building Excellent Study Methodology on December Teaching Cases on 14-15, 2012. The venue for the conferences is the sprawling IBS Sustainability and Campus in the historic city of Inclusive Markets Hyderabad, India. August 2012 (exact date to be Formoredetails, visit [www. confirmed\) icmrindia. org.](http://www.icmrindia.org) Academy of Management conference 2012, Boston, US Contact: The purpose of this PDW is to provide aspiring casewriters in



the field of Inclusive Markets and Sustainable Enterprises with an opportunity to learn from practitioners, experienced case writers and prize-winning case authors. Speakers from organisations engaged in case development (e. g. UNDP Growing Inclusive Markets (UNDP-GIM) Initiative, Aspen Network of Development Entrepreneurs) will share their experience on case development. The PDW will be divided into three parts. Part 1 will give a Case Research Center, IBS Hyderabad, IFHE Campus, Dantanapally, Sankarapally Road, Hyderabad-501504, Andhra Pradesh, India. Phone No. : +91-9640901313, +91-8417 236667 email: [email protected] org 11 Spring 2012 Issue 6 | www. oikosinternational. org/academic Contact

We would like to hear your experiences of teaching innovative corporate sustainability and social entrepreneurship cases! If you have any suggestions for improving this periodical, or information you may want to share with the community of case writers and instructors, we would appreciate your feedback.

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