Template for MBR Research Case Study (RCS) Submission

# Overview

An MBR RCS article is expected to:

* Identify a research question or set of theories of potential interest to managers
* Specify the academic perspective on the question or theories
* Present one or more descriptions of real world situations related to the questions/theories employing a narrative format
* Analyze how the situations conform or fail to conform to the existing perspectives
* Identify the management implications of the situation or situations described and their relationship to theory

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

Acceptance of an MBR RCS submission will take into consideration:

* The significance of the issues being considered.
* The degree to which the outcomes of the situations described and related theory 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 RCS submission
* Delete the “Instructions” page
* On the first page, replace the generic information with your specific information:
	+ Leave the “Research 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.

Research 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 or set of cases. 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 or case studies and the theory or theories being considered. It should also justify why the findings being presented appear to offer value to managers in their decision-making. This will appear at the beginning of the article.

Research Case Study

Case Study: The Title Goes Here

# Introduction

An RCS article will normally begin with a brief description of the context of the business problem that is the central theme of the article. It should also briefly describe the source of the case or cases being considered and the theoretical lens or lenses through which the results are being considered—hopefully in half a page of less. This section should avoid being a repetition of the executive summary.

# Review of Research and Theory

A narrative that describes the historical context through which the theory or theories being explored evolved. It should also consider how the theoretical lens or lenses presented in the section apply to the business problem raised at the beginning of the paper. Where multiple theories are developed, a justification for why the reader should care about their respective validity should be offered. This section should avoid the stilted conventions of an academic literature review, nor is it expected to be comprehensive. *Note:* Where a substantial body of literature relating to the research question exists, authors are encouraged to submit a *Research Summary for Practice* (RSP) manuscript to MBR in parallel, which can be referenced in the RCS. Ideally, this section will be limited to a few pages, although longer narratives may be accepted provided that they are written in a manner that engages the reader. Upon completing this section, the reader should have an understanding as to why a theoretical perspective warrants further examination.

# The Case or Cases

This section provides one or more case studies in narrative in story form. Broadly speaking, such stories 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 or cases, authors should not only make the narrative engaging, but should also make reference to the theoretical lens or lenses developed in the previous section. In this respect, the RCS submission differs from the MBR *Example Case Study* (ECS) submission, where theory plays a much more limited role in the article.

Upon completing this section, the reader should have a clear understanding of the situation or situations described and their relationship to existing theory. 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).
* Identifying where individual cases appear to confirm or conflict with various theoretical lenses.
* Where multiple cases are employed:
	+ Identifying observations where situations that appear quite different lead to similar outcomes; these suggest a generalizable phenomenon.
	+ Identifying observations where superficially similar situations lead to outcomes that are quite different; these suggest very limited generalizability for any conclusion.
* 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 RCS 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 RCS. 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 RCS was conducted according to standards of rigor consistent with publishable research. The author(s) should fill out each of sections that follows.

# The RCS Question

Explain the process through which RCS case was selected. If the topic of the RCS 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 Design

Explain the design of the case research and justify why it appears to address underlying business problem. This section should be similar to what would be included in an academic research paper and would include justifications for:

* Selection of research design, e.g.,
	+ Snapshot vs. longitudinal
	+ Single case vs. multi-case
* Rationale for specific case selection, e.g.,
	+ Opportunistic vs. targeted
* Data gathering procedure (for cases where the author(s) gathered data for each case, as opposed to relying exclusively on public sources), e.g.,:
	+ Interview protocol
	+ Locating and incorporating archival sources
	+ Sampling procedure and its rationale, if applicable
	+ Identification and acquisition of public data sources
* Instrument design and validation (if applicable)
* Experimental design (if applicable)
* Qualitative data gathering design (e.g., focus groups, interviews)
* Data analysis procedures

The focus of this section should be on how the research was designed. The actual conduct of the research, and how it varied from design should be discussed in the Research Conduct section.

*Note*: Authors seeking further publication are encouraged to expend substantial effort on this section. Since it would not be published with the article, it could be used verbatim in a submission to an academic

# Supplemental Analysis

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.

# Permissions

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