

## **Society for Case Research**

### **MANUSCRIPT GUIDELINES FOR AUTHORS**

*(August 16, 2010)*

This document provides guidelines for the form and content of all manuscripts submitted to the three publications of the Society for Case Research: the Business Case Journal, Annual Advances in Business Cases, and the Journal of Critical Incidents. These guidelines also apply to submissions to the Annual Meeting in March and to the Case Writers Workshop held each summer. All submissions must be original work, must not have been previously presented or published, and must not be under consideration for presentation or publication elsewhere.

#### **SCR Membership Requirement**

All authors of cases submitted the Business Case Journal, or of items presented at the SCR Annual Conference in March or the Summer Case Writers Workshop must be members of SCR. The membership year runs from July 1 – June 30. Authors of submissions to the March meeting who pay their dues at that time will be treated as members through June 30 of the following year (15 month membership).

#### **Basic Considerations**

##### **Types of Cases**

The SCR accepts both decision cases and descriptive cases. Decision cases require analysis leading to action recommendations to resolve a crisis and/or long-term problem depicted in the case. Descriptive cases require analysis to understand the dynamics of a situation but do not require any recommendations for action. Critical incidents must have a decision focus.

##### **Real Situations**

All cases and critical incidents submitted to SCR for presentation or publication must be descriptions of real situations in actual organizations. SCR does not accept fictitious cases or critical incidents. However, authors may disguise the identities of some or all individuals depicted, disguise the name of the organization itself and its industry or location, and alter financial or other data to avoid violating individual rights to privacy or to avoid revealing proprietary information.

##### **Permission to Publish**

By submitting a case or critical incident to SCR for publication, the author is verifying that a release granting permission to publish the case or critical incident has been obtained by the author from appropriate individuals or organization representatives and that this release is being retained in the author's files. An SCR editor may ask for a copy of the release prior to publication. This requirement applies to all cases and critical incidents, including those containing disguised information, where individuals from the organization contributed to the case. If a case or critical incident is written entirely from publicly available secondary sources, with no direct communication with anyone involved in the case, the author is not required to obtain a release for publication.

#### **Items to be Submitted**

All submissions comprise several separate electronic files (in Microsoft Word '97 or higher) as appropriate. Name each file with a keyword from the title of the item submitted and the file identifier

(cover, memo, case, ci, tn, embryo, paper, panel, or abstract). The author's name(s) should appear only in the cover page file. To facilitate the blind review process, no wording identifying the author should appear in the transmittal memorandum or in any other items submitted for review. Authors should be careful to assure this is thoroughly accomplished (e.g., Word document properties).

- Cover Page [keyword\_cover] stating the complete title of the submission and for each author: (a) author's name, (b) affiliation, (c) mailing address, (d) telephone number, (e) fax number, and (f) e-mail address. Identify the contact author. Submissions to the SCR-MBAA meeting in March should indicate any other tracks where the author is also submitting papers (to avoid scheduling overlapping presentations). For cases and critical incidents, include a listing, in descending order of importance, of up to three subject areas involved in the case or incident. Choose from among the following areas: Business & Society; Business Law; International Business; Finance/Investment; Accounting; MIS/Computer; Policy/Strategy; Production/OM; Ethics; Economics; Marketing; Personnel/OB; Entrepreneurship; Small Business; Non-Profit; and Other (specify).
- Memorandum [keyword\_memo] A "blind" memorandum is needed for items resubmitted for publication after being reviewed stating how feedback received from discussants at the SCR Annual Meeting in Chicago, at the Summer Case Writers Workshop, or from reviewers in a prior round of review has been incorporated into the resubmitted material. Include a copy of the scribe's notes from the Annual Meeting or Workshop or incorporate them into the transmittal letter. (Note: this information is not required for initial submission to the Business Case Journal if the case was not presented at the Case Writers Workshop). However, submissions to the Business Case Journal must include in this memo comments on outcomes experienced using the case in the classroom by the author or other instructors. Do not include any personal identifying information in this document since it is given to the blind reviewers.
- Case or Critical Incident [keyword\_case or keyword\_ci] Note: the case or critical incident and its attendant teaching note must be sent in separate files.
- Teaching Note [keyword\_tn]
- Paper [keyword\_paper] (for papers submitted to the SCR-MBAA meeting in March)
- Embryo Case [keyword\_embryo] (for embryo cases submitted to the meeting in March)
- Panel Topic [keyword\_panel] (for panel suggestions for any SCR meeting or workshop)
- Abstract [keyword\_abstract] One-page abstracts of cases or critical incidents required once acceptance for publication has been granted.

### **Format for Case or Critical Incident and Teaching Note**

All final submissions for publication should be in Microsoft word '97 or higher, and must be in the format prescribed below, ready for publication with all tables and figures embedded directly in the text where they should appear.

### APA Guidelines

The publication guidelines of the APA (Sixth Edition, except as noted below) should be followed for all submissions, particularly regarding the forms for making citations in the text, listing references, formatting tables and figures, and formatting headings. See the Publication Manual of the American Psychological Association, Fifth Edition, 2001, ISBN 13: 978-55798-791-4 (paperback) or 978-55798-810-2 (spiral bound).

### Typeface and Size

Use 12 point Times New Roman font. Bold characters are permitted, as are italics. Smaller font sizes are permitted on tables and figures if necessary for the purpose of achieving proper fit.

### Margins and Spacing

Margins should be one-inch margins with left alignment; text should be single-spaced (a deviation from APA), with no paragraph indentation. Double-space between paragraphs. Do not use style choices offered in the MSWord toolbar—heading 1, body text, etc. Identify block quotes by indenting text both from the left and the right. References should be single-spaced with the second and all subsequent lines of an item indented, and double space between individual references.

### Page Numbers

Number pages in the header, flush right, starting with the first page of the case or critical incident. Precede the page number with the unique one-word identifier [keyword] for the case. For example, if the case were named “Product Costing for Blackhawk Engineering,” page numbers might be “Blackhawk 1,” “Blackhawk 2,” and so forth, adding “TN-” before the page number for the teaching note, e.g., “Blackhawk TN-1.”

### Titles

Titles of the case or critical incident and the teaching note should be in all capitals and centered. Triple-space after the title to begin text. (Note: author names and affiliations are inserted into the item submitted only after the blind review process has been completed.)

### Disclaimer

A disclaimer is required for every case, critical incident, and teaching note. It consists of three statements that: 1) distinguish author opinions from those of SCR, 2) indicate the degree to which the case or critical incident has been disguised, and 3) give notice of copyright. If the case or critical incident is not disguised at all, the disguise statement should be deleted. Otherwise, the statement should be tailored to describe the degree of disguise employed. These three parts are combined into one statement, with the words in *italics* altered to fit the particular situation, as follows:

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This case was prepared by the *author/authors* (*select one*) and is intended to be used as a basis for class discussion. The views presented here are those of the *author/authors* (*select one*) based on *his/her/their* (*select one*) professional judgment and do not necessarily reflect the views of the Society for Case Research. The names of *individuals, the firm, and its location, et al.* (*select wording that describes the degree of disguise, or delete the entire sentence if the work is not disguised*) have been disguised to preserve anonymity. Copyright © **2010** (*insert correct year*) by the Society for Case Research and the *author/authors* (*select one*). No part of this work may be reproduced or used in any form or by any means without the written permission of the Society for Case Research.

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## **Headings**

Follow APA guidelines regarding the denotation of various levels of headings. For example, a paper with **five** levels of headings would be formatted as follows:

<b>Centered, Boldface, Uppercase and Lowercase Heading</b> (Then your paragraph begins below like a regular paragraph)	←Level 1
<b>Flush Left, Boldface, Uppercase and Lowercase Heading</b> (Then your paragraph begins below like a regular paragraph)	←Level 2
<b>Indented, boldface, lowercase paragraph heading ending with a period.</b> (Your paragraph begins on the same line in line with the heading)	←Level 3
<b><i>Indented, boldface, italicized, lowercase paragraph heading ending with a period.</i></b> (Your paragraph begins on the same line in line with the heading)	←Level 4
<b><i>Indented, italicized, lowercase paragraph heading ending with a period.</i></b> (Your paragraph begins on the same line in line with the heading)	←Level 5

For headings at Levels 3-5, the first letter of the first word in the heading is uppercase, and the remaining words are lowercase, except for proper nouns and the first word after a colon.

### **Tables and Figures**

SCR publications do not use “Exhibits.” SCR publications follow the-convention that distinguishes between tables and figures in which a table has rows and columns and a figure is a picture, schema or artwork. The formatting of tables and figures should follow APA guidelines, with the exception that they are to be embedded in the text in the place closest to the discussion about them. Sources should be cited below tables and figures.

A table may be all numbers, all words, or words and numbers. If a “table” is just paragraphs of text, perhaps formulated as a list of some kind, but with no columns, then it is probably best incorporated directly into the text as a list, rather than being handled as a “table.” Denote tables as Table 1 or Table TN-1, etc.

A figure is anything that is drawn or constructed: a pie chart, a map, a bar chart, a cartoon, a sketch, an organizational chart, etc. It can also be a halftone (a black-and-white photo.) Figures have numbers and titles. Denote figures as Figure 1 or Figure TN-1, etc. All graphics should be original material. Otherwise, the author must obtain explicit, written permission from the appropriate party for its use. Consult with the Editor if you are unsure on this issue.

### **Lists**

For lists, use your own numbering or symbols for a bullet or use formatted bullets or automatic numbering or bulleting provided in Microsoft Word.

### **Use of Color**

Preferably, colors should not be used in any submissions to SCR. The Society’s publications are in black and white, as are those of many textbook publishers who adopt SCR cases and critical incidents, making the use of color problematic, especially in figures such as graphs, bar graphs, and pie charts where distinguishing colors appear the same when printed in black and white. If colors are used, combining them with cross-hatching patterns or different types of dashed lines that still allow the graphs or charts to be interpreted when printed in black and white is acceptable.

**Use of Photographs**

Photographs should not be included in any submission to SCR. They require exceptional memory to store and transmit, and since color is discouraged as well, their impact is diminished in final printed form. If an author deems a picture to be absolutely essential to the effectiveness of a case or teaching note, then the author should consult with the editor or program chair involved in reviewing the submission.

**References**

If citations of published works are included in the case, critical incident, or teaching note, their references must be listed at the end of the text. Do not use Microsoft Word's footnote function with notes or references. In the text, the author should follow APA guidelines and generally indicate the referenced item by placing "(author's last name, year)" after the material being cited. References should be single spaced with the second and all subsequent lines of an item indented.

**Length of Cases and Critical Incidents**

Cases submitted to the Business Case Journal should generally not exceed 30-40 pages, single-spaced, including tables and figures. There is no page limitation for cases submitted to Annual Advances in Business Cases, although reasonable care should be exercised for brevity and conciseness. Critical incidents should be no longer than four pages, single-spaced, including tables and figures. There is no page limitation for teaching notes.

**Case or Critical Incident Content**

Note: Critical incidents are similar to cases but provide less information upon which to base an analysis and, instead, briefly describe a provocative situation upon which the students bring their background and knowledge to bear to arrive at a course of action.

All references to the authors must be eliminated from the case or critical incident prior to submission to facilitate the blind review process.

A decision case and critical incidents should include an introductory paragraph(s), sometimes known as the "hook," and a concluding paragraph stating the problem(s) that the student is expected to solve or analyze. Both decision cases and descriptive cases, and all critical incidents, should contain all information that the students will need for class preparation, except for possible companion readings or industry notes.

**Teaching Note Content**

SCR publications themselves do not include accompanying Teaching Notes. However, the Teaching Notes, which must meet the same formatting requirements as cases or critical incidents, are kept in the Society archives and can be obtained from SCR by legitimate users for appropriate purposes (textbook authors, classroom adopters).

All references to the authors must be eliminated from the Teaching Note to facilitate the blind review process. The Teaching Note must use the following outline:

**Case (or Critical Incident) Overview**

The overview section provides a synopsis of the case or critical incident that includes the salient points and the courses for which the case is appropriate. With case submissions, it may be appropriate

to include a statement as to whether the case is a decision case or a descriptive case and any possible additional applications.

### **Learning Objectives**

A list of learning objectives for students exposed to the case or critical incident must be provided. (As a guide in formulating learning objectives, SCR suggests using Bloom's Taxonomy of Learning Objectives: Benjamin S. Bloom (1984). *Taxonomy of Educational Objectives*. Boston, MA: Pearson Education. There are also several useful versions on the web. See for example [www.coun.uvic.ca/learning/exams/blooms-taxonomy.html](http://www.coun.uvic.ca/learning/exams/blooms-taxonomy.html), or, [www.washington.edu/slo/](http://www.washington.edu/slo/).)

### **Research Methods**

This section should include a statement on whether or not the case or critical incident is disguised and the extent of the fieldwork conducted. Disguise may range from none, to partial (for names, locations, or certain numeric data—financials, dates, market shares, etc.) to complete (for names plus locations plus all numeric data). If disguise is employed, the disguise must be proportional to the actual company and situation. The student must be able to develop a proper answer from the disguised data.

### **Questions**

Provide a list of questions for students to answer, without the answers. The purpose of this is twofold: (1) to enable adopting instructors to track the expected flow of the discussion against the list of Learning Objectives, and (2) to assist the reviewers.

### **Answers to Questions**

List each question and then provide a correct, clearly written answer to the question as well as additional discussion for the benefit of the adopting instructor. The primary intellectual contribution in case writing is found in this portion of the Teaching Note. Use references to cite published materials where appropriate. Develop tables and figures summarizing analytical methods or points as appropriate. Specify where in the case information is located that is being used to develop an answer (e.g., the author might indicate that the instructor should see Table 1 in the case).

### **General Discussion or Additional Issues**

This section is optional, but may be included to summarize the issues or discuss any points not otherwise covered. Often, suggestions are made about how the questions can be used or integrated into class discussions. Also, classroom exercises or experiential learning suggestions can be introduced here. A discussion of the actual case or critical incident outcome may be included here or under the Epilogue heading.

### **Epilogue**

This optional section is used to provide information regarding actual outcomes subsequent to the time period described in the case or critical incident.

### **Additional Pedagogical Materials**

Some case studies may require industry notes, or technical notes specifically related to the case situation described. These may be included in this section if they are not included as an appendix or integrated directly into the text of the case or critical incident itself.

**References**

The reference section includes all citations that were referenced in the TN. Relevant articles and books for the instructor who might like additional background reading for a specialized case may also be provided here. Authors should use APA guidelines to format this section.

**Papers**

Papers submitted to the SCR Annual Meeting held in March in conjunction with the MBAA International Conference in Chicago may be related to any aspect of case research, writing, or teaching.

**Embryo Cases**

Embryo cases are accepted for presentation and discussion at the SCR Annual Meeting held in March in conjunction with the MBAA International Conference in Chicago. Embryo cases consist of ideas, basic outlines, or initial rough drafts of cases from participants who would like to receive constructive feedback and suggestions from published case writers on how to turn these ideas into publishable cases. At a minimum, submissions should include an outline of the case situation and brief descriptions of how the author envisions using the case in class and what students will learn. Submissions will be reviewed and supportive feedback provided to authors during the conference. The authors leave prepared to write an effective case for submission to the SCR Summer Case Writers Workshop or other similar venue.

**Panel Topics**

Topics for panel presentations relating to any aspect of case research, case writing, or case teaching may be proposed for the SCR Annual Meeting held in March in conjunction with the MBAA International Conference in Chicago. Proposals should include the names, affiliations and addresses of all participants and a detailed description of the topic of discussion and its relevance to conference attendees.

**Abstract**

Once a case or critical incident has been accepted for publication, the author will be asked to prepare a one-page abstract, as follows:

**Font**

The required font is 12-point Times New Roman. The abstract should be left justified. All margins should be one inch. Do not use any headers or footers. The text should be single spaced, do not indent paragraphs, and double space between paragraphs. Abstracts are limited to one page and must be formatted as follows:

**Case Title**

The title of the case must appear one inch from the top of the page, bold, centered, with all letters capitalized. Skip one line after the title and begin the author(s) citation.

**Author's Name**

The author's full name and affiliation should appear next, in bold, centered, with only the first letter in each word capitalized. Use a separate line for each co-author. Skip two lines.

Begin the five sections named below. The title of each section should be left justified, in all capital letters, and in bold type.

**Synopsis**

After the heading, starting on the next line present the summary of the case or critical incident. If more than one paragraph is used, double-space between paragraphs. Skip one line.

**Learning Objectives**

After the heading, starting on the next line type: "The objectives of this case are:" Starting on the next line, indent and type the number "1" followed by a period, indent again, and type the first major objective of your case. Continue in this manner for all case objectives. Skip one line.

**Application**

After the heading, starting on the next line, include a summary of the courses for which the case may be used and how the case may be used in them. Skip one line.

**Key Words**

After the heading, starting on the next line, select a maximum of five (5) key words that are descriptive of the case or critical incident. Skip one line.

**Contact**

After the heading, starting on the next line indicate the name, mailing address, phone number and e-mail address for the case contact (primary author).

**Summary of Items to be Submitted**

<b>Item</b>	<b>File Name</b>	<b>Description</b>
1. Cover page	Blackhawk_cover*	Identifying information
2. Memorandum	Blackhawk_memo	Describes the <u>application of feedback</u> in rewriting the case or critical incident, if required, and (required only for Business Case Journal submissions) <u>classroom experience</u> using the case.
3. Case or Critical Incident	Blackhawk_case or Blackhawk_ci	The case or critical incident
4. Teaching Note	Blackhawk_tn	The teaching note pertaining to the case or critical incident
5. Paper	Blackhawk_paper	Paper submitted to the SCR-MBAA Annual Meeting
6. Embryo Case	Blackhawk_embryo	Embryo case submitted to the SCR-MBAA Annual Meeting

7. Panel Topic	Blackhawk_panel	Submission of a suggested panel presentation at the SCR-MBAA Annual Meeting
8. Abstract	Blackhawk_abstract	Required after acceptance of case or critical incident for publication

\* If, for example, the case were named “Product Costing for Blackhawk Engineering.”