

ET CASES – Case Format



ET CASES is an initiative of the Times of India Group - India's largest and most diversified media conglomerate. Our vision is to enable an effective and efficient classroom delivery through case pedagogy – at Undergraduate, Graduate, PhD and Corporate levels. ET CASES aims at creating value for the entire management fraternity – aspiring managers, faculty from business schools and practicing managers from wide spectrum of companies and industries – through seamless collaboration and value sharing.

ET CASES is India's first-ever Case Clearing House. A Case Clearing House is an autonomous institution that facilitates aggregation and publication of case studies of case authors from across the world, across a spectrum of management subjects and industry verticals.

Out of the many products from ET Cases, these guidelines deal with a detailed description of two products namely, case study and caselet.



CASE STUDY Pack is a combination of an abstract, a well-documented case study and a rigorously written teaching note. Every case study is written with specific pedagogical objectives and when this case study is used along with the suggested background material and the suggested classroom orchestration, the learning can be quite pronouncing.



CASELETS are written in a more compact style with an appealing narrative. Every caselet comes with an abstract and a rigorously written teaching note. While case studies provide the width and depth required for a holistic analysis-based-discussion, caselets enable more in-depth analysis of a given managerial dilemma.

Caselet and Case Study: A Comparison		
Description	Caselet	Case Study
Format	Text, photo, video, animation	Text, photo, video, animation
Pages	2-8	9-16
Source	Primary/Secondary/Fictional	Primary/Secondary/Fictional
Case Pack Components	Abstract, Caselet and Teaching Note	Abstract, Case Study and Teaching Note

The following are the broad guidelines for a case pack (case study/caselet):

CASE TITLE: The title should be short, contain keywords relevant to the case and should be engaging.

ABSTRACT PAGE: The abstract page should include the following components –

- **Abstract:** A paragraph highlighting the concept/s addressed in the case, the core issues of the case (identifying the problem), and the different decision dilemmas (generating alternatives for addressing the problem/s identified)
- **Pedagogical Objectives:** The abstract should clearly indicate the pedagogical objectives, i.e., the concepts/theoretical frameworks that can be learnt by analyzing the case
- **Case Positioning and Setting:** The abstract should mention the relevant course, subject and concept/s
- **Keywords:** Any term/words that are used minimum 4-5 times in the content referring to the core concept/central idea should be mentioned as keywords

CASE STUDY/CASELET: Case study/Caselet is the textual format of a case, which should have the following:

- **Introduction:** The introduction should be gripping and capture the summary of the entire case. It should portray the core issue or the decision dilemma in the case. The case section should however not be titled as ‘**introduction**’
- **Body:** Business Issues/Challenges should form the body of the case. It should include sufficient background information for the reader to analyze the decision points which might include revenues, profits and losses, historical information, trends, direct quotations from relevant sources, as well as essential exhibits, tables, figures, etc.

- **Case Ending:** The dilemma of the case should be highlighted in the concluding paragraph. The case section should however not be titled as ‘conclusion’
- **Assignment Questions:** The key questions arising from the case should be given at the end of the case. These questions should be comprehensive enough to provide scope for in-depth analysis of the case. They should be in sync with the pedagogical objectives
- **Mandatory Readings/Activity/Exercise:** At the end of the case, Mandatory Readings/Suggested Readings/Activity/Exercise that students/participants should undertake before the classroom discussion and analysis should be cited

TEACHING NOTE: A teaching note should be written in the following sequence –

- **Title:** It should be same as that of the case
- **Synopsis:** The synopsis should be a summary of the core issues presented in the case. It should also highlight the concepts that would be analysed in the case
- **Prerequisite Conceptual Understanding/Before the Classroom Exercise/Reading:** It should include the concepts, articles, reports, technical/industry notes, book chapters (highlighting concepts, theories and business events), movies, websites, etc., that the students/participants should know before attempting to analyze the case
- **Case Positioning and Setting :** (same as mentioned in the case)
- **Assignment Questions:** (same as mentioned in the case)
- **Preamble to the Case Analysis:** Preamble gives a bird’s eye view of the way the classroom discussion is orchestrated. It should include the Discussion Dashboard, as shown in the given exhibit. In each section, discussion would be centered on an anchor point

Exhibit (TN)-I: Classroom Discussion Dashboard				
Analysis Segment	Section Title	Section Title	Section Title	Wrapping Up/ Debriefing
Relevant section of Case Study/ Caselet	Section I	Section II	Section III	Summarizing the discussion
Discussion Points				
Anchor Point of Discussion				
Expected Learning Outcomes				
Suggested Duration				
Prepared by the authors				

- **Case Analysis:** This includes an in-depth case analysis and also addresses all the assignment questions
- **Wrapping Up/Debriefing:** It includes a couple of lines that leave a hint for the faculty as to how to wrap up the case discussion
- **Big Picture:** Cases are administered in classrooms to let the students/participants resolve various managerial dilemmas concerned with various functional areas of management. It should indicate in unmistakable terms the core learning from the case and definitely not the subsidiary issues
- **Additional Readings (if any):** It includes reference to relevant articles, books, movies, videos, etc., for further understanding of the issue in focus

STYLE GUIDELINES

The following are the ET Cases style guidelines that should be applied while developing a case pack (Abstract, Case Study/Caselet and Teaching Note):

1. Exhibits:

- a. All box items (which include Exhibit, Annexure, Box, Table, Graph, Figure, Image, Map, etc.) should be termed as **Exhibit** (Exhibit I, Exhibit II, Exhibit XIV, etc.) and included along with the text of the case study/caselet. Any box item that comes at the end of the case study would be termed as 'Annexure'
- b. No Exhibit should be a standalone item in the case study. Ensure that every exhibit is connected and at least 2–3 sentences for each of the exhibit should be included in the text. Each exhibit should essentially help in the classroom discussion/analysis

2. Footnotes: Footnotes keep a check on plagiarism and indicate the source of facts or ideas used in the case study. Only footnotes to be used to cite the sources

For example –

¹ Ron Robbins, "What's Really Wrong With Mike Tyson", <http://www.sportinglife360.com/index.php/whats-really-wrong-with-mike-tyson-3-62729/>, April 6th 2007 (accessed date: June 10th 2015)

a. **Ibid.** is used to refer to the immediately preceding citation

b. **op.cit.** is used to refer the reader to an earlier citation

For example –

¹ Ullekh NP, "Enter, Tyson the Philosopher", *The Economic Times*, January 28th 2014

² Ibid.

³ Sayantani Kar and Sharleen D'Souza, "Allen Solly Dyeing to Differentiate", http://www.business-standard.com/article/management/allen-solly-dyeing-to-differentiate-113111901147_1.html, November 19th 2013

⁴ "Enter, Tyson the Philosopher", op.cit.

- 3. References:** Reference list should be provided in the last page of the case study, which should include citation of all the sources that the author has referred to while writing the case study
- 4. Fonts:** The font to be used across the case pack is – Times New Roman and font size: 11
- 5. Source:** All exhibits and annexures should be duly acknowledged/cited. However, if an exhibit is prepared by collating information from various sources, the source mentioned should be 'Compiled by the author'
- 6. Date:** It should follow the sequence – mm/dd/yyyy, for instance, March 8th 2016
- 7. Numbers:** Only one-digit numbers should be spelled out in the text and two-digit numbers as numerals. However, Weight, Age, Distance and Time should be given in digits. For instance, 15 lb./pounds, 17 years old, 22 kilometers, 1700 hours, \$2 million, 8 meters, 5.8 kilometers, etc.
- 8. Currencies:** Symbols representing monetary units (dollar, euro, etc.) are not followed by a space and precede the amount. For example, \$7.49; \$20; €15
- 9. Italics:** All non-english terms should be in Italics except for the names of companies and persons

Submission Process: Please ensure that the submitted case pack adheres to the ET Cases case format and ET Cases style guidelines

Review Process: The submitted case packs are reviewed by the editorial team after which the feedback is mailed to the authors. If the case pack is accepted by ET Cases the reviewed and formatted copy is mailed for approval to the authors for further documentation. Only after receiving the duly documented forms the case pack is uploaded to ET Cases website and to the Case Centre



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