

### Example structure for a full case study

Section	Purpose	Words Approx.
Organisation or project intro	Introduction to the case's setting within a project or organisation. This may include entity name, sector, size, location, specific department/function, etc.	150-300
Contextualising the case	Comprising two parts, the combined purpose of which may be to give the reader an appreciation of the need for some form of intervention to move away from the status quo: <ol style="list-style-type: none"> <li>1) Macro-environment within which the organisation operates: e.g. core industry trends, implications of any policy development, technological breakthrough, emergence of new market threats, changing consumer behaviour, etc.</li> <li>2) Actual or potential impact any change in the macro-environment had or may have on the project or organisation</li> </ol>	400-600
Explicit problem statement	Upon discussion of the business environment, what is the 'problem statement' or 'business opportunity'? Make explicitly clear why important; what direction the project or organisation took as a result; reflect on underlying assumptions, etc	150-200
Drawing out theory / frameworks	Discussion regarding what theory or models (if any) were considered to inform actions/decisions and, if none, how might the issue have been approached differently had a particular theory or model been adopted? Whether any specific theory or model was adopted or not, what might the experience contribute to a review of any existing theory/model? For example, if the focus is on change management, were any models of change management adopted? If not, which one(s) might have been and what does the experience tell us about change management models particularly as applied in China e.g. are some stages of change management more important than others, is resistance to change likely to be more covert than overt etc.? <p>It is recognised that the choice of frameworks may vary significantly depending upon the nature of the case. However, it will be expected that the author will engage with relevant literature.</p>	400-600
Review of actions taken	Discuss the process flow taken during the project, e.g. ideation approach, use of prototyping and/or testing, scope of stakeholder engagement, etc. This may draw out theory and/or models used. <p>It is understood that some projects may be ongoing. A reflection on possible future action/recommendations would be welcome.</p>	250-300
Evaluation	Critique overall project. Direction taken. Challenges experienced. Was any intervention successful, what is the evidence? Contrast challenges to any known competitor actions or contextual circumstances (e.g. Western companies in China often find governance structures negatively impact responsiveness to local pressures when compared with their domestic competitors). Reflection on underlying assumptions. Existence of ongoing constraints and limiting factors. Critique of evaluation methodology. This may involve reflection 'what does success look like?' The evaluation may also highlight key learning points that the author wishes other business practitioners to be aware of when doing business in China.	500-750
Conclusion	Wrap up discussion. Also highlight on learning experiences that may be relevant for other organisations.	150-250
References	See 'Guidance for authors' on how to complete this section	
Questions for discussion	With case studies likely to be used to support teaching on academic programmes, proposing of 'questions for discussion' to assist with facilitating reflection around key learning points would be appreciated.	
	<b>Total</b>	2,000-3,000