

CaseBase: Case Studies in Global Business

VOLUME 2

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Andrew Ashwin
General Editor



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Volume 2**

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Introduction

Welcome to the second volume in Gale’s *CaseBase* series. This volume continues the philosophy that informed *CaseBase, Volume 1*, and Business Insights: Global (BI:G), Gale’s online business resource: to help promote research, analysis, interpretation, and understanding.

The use of case studies in higher education is ubiquitous. Case studies mean different things to different people. There are the lengthy and highly respected cases from institutions such as the Harvard Business School which make use of detailed research studies and insight from those at the heart of business. There are also the brief and pithy cases that provide the basis for considerable discussion and debate. Both have their value in the curriculum – the lengthy cases for long-term assignments or analysis, the shorter ones for classroom discussion or short-term assignments.

A case study, therefore, is very much what the user wants to make of it.

In *CaseBase, Volume 1*, we made it clear that we wanted the cases in the *CaseBase* series to be used flexibly but made suggestions about how they might be used by way of the Learning Objectives and the associated Questions for Discussion. In the current volume, we have continued that philosophy by trying to ensure that the Questions for Discussion reflect the Learning Objectives and that the latter are couched in terms of what the student/user might be expected to be able to do having worked through the case and the Questions for Discussion.

We have also tried to ensure that the Questions for Discussion guide students to the higher order skills that are invariably the focus of assessment in higher education. This is accomplished through the careful use of action verbs, command words, or trigger words (each term can be used interchangeably). In addition, we have tried to provide some structure to the questions, for example, rather than suggesting students “Examine the advantages of X”, authors have specified a particular number of points such as “Examine **two** advantages of X”. The intention is to focus student attention on the skills required rather than purely on content.

In such a case, the intention is to encourage students to demonstrate the skills required to “Examine” (to consider different viewpoints, challenge assumptions and present a coherent argument). If a student can do this then focusing on a smaller number of points can be preferable to expecting numerous advantages to be considered where the temptation might exist to sacrifice skill for content.

In *CaseBase, Volume 2*, we aim to bring a similarly varied set of cases as in *Volume 1*. The range of topics include cases on price gouging during Ramadan, resource endowment in Nigeria, why Kodak apparently lost its competitive advantage, and the existence of a “glass ceiling” in business worldwide. In addition, this volume contains two cases that can be used individually or in conjunction with a case that appears in *CaseBase, Volume 1*. As a result, *CaseBase, Volume 2*, presents a range of topics that can be used in many different contexts and for many different purposes.

As with *CaseBase, Volume 1*, the case studies in this volume have been presented in a consistent way. Each case begins with an abstract and suggested learning outcomes and concludes with linked questions. Each case study is fully referenced. In addition, this volume of *CaseBase* has been indexed to allow users to locate information by company, industry, people, topics, and other avenues. Citations to all volumes in the *CaseBase* series have been included in the index.

As with the first volume, a huge amount of work has gone into the preparation of *CaseBase, Volume 2*. To the authors who have given their time to write and then amend the cases following review – a huge debt of gratitude is extended by all the team involved at Gale, Cengage Learning. The editorial and publishing team is largely the same and this has enabled the development of the second volume to progress smoothly and efficiently across both sides of the Atlantic. Special thanks to the product and editorial team members who have been integral in producing this volume: David Forman, Mark Springer, Jenai Drouillard, Scott Bragg, Keith Jones, and Miranda Ferrara. The Publishing Director for Cengage’s EMEA operation, Linden Harris, also deserves mention for supporting the time and collaboration of the different parts of the Cengage business. In addition, Terence Egan of the University of Finance and Economics in Beijing has been most enthusiastic in promoting the *CaseBase* series and its mission throughout Asia.

We hope that you enjoy this second volume in the *CaseBase* series, and that it provides a useful adjunct to your teaching and learning. If, in using this book, you become inspired to write a case study then the team will be glad to receive your contributions. Volume 3 is in production now!

Andrew Ashwin, General Editor
May 2012

TO SUBMIT A CASE STUDY

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SUGGESTIONS WELCOME

Comments on this title and suggestions on how to make subsequent volumes better are always welcome. Please contact:

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Cases in the *CaseBase* series were prepared for classroom discussion rather than to illustrate either effective or ineffective handling of an administrative, ethical, or legal decision by management. Information was gathered from corporate as well as public sources.

