

Guidelines for Case Studies funded by Minerva Canada

INTRODUCTION

Minerva Safety Management Education encourages and sponsors the research and publication of Case Studies, illustrating business effectiveness through Safety, Health, and Environmental (SHE) management. The Case Studies are intended for use as teaching tools, demonstrating that SHE management has positive business outcomes such as:

- A turnaround in corporate profitability
- A reduction in lost time accidents and disease
- An improvement in labour management relations
- An enhancement of product quality, and production efficiency

When used in teaching, Case Studies enhance participants' understanding of the interrelationship of SHE management with the events depicted and with the internal and external forces upon a business. Learning takes place through discussion of opinions within the student group.

LEARNING OBJECTIVES

A major learning objective is that SHE management is a major contributor to positive business outcomes. Students using case studies sponsored by Minerva Canada will be able to:

- Explain the way in which SHE *management* is an integral part of business effectiveness and give at least two examples of where (or how) SHE management integration into daily operations made (or could have made) a difference.
- Describe the critical role of the Senior Executive (CEO). Did his/her leadership (or lack of leadership) have an impact?
- Discuss and reason why SHE management was (or was not) embedded as a core value in corporate culture. Was the value actually practiced or was it just on paper?
- List several key elements in the SHE management approach used in the case study (or several that could have been used to achieve improvements).
- Identify where business benefits (losses) occurred in the adoption (or rejection of) SHE management and quantify these benefits (losses) wherever possible (profits, lost time etc.)

TOPIC FOCUS

The study should focus on one or more topics that can integrate SHE management as follows:

- Production Management, Quality Management, and Productivity
- Costing and Finance, Labour Relations, and Business Ethics

- Disaster Avoidance, Change Management, and Risk Management
- Human Resources and Organizational Development

CONTENT CHECKLIST

4.1 High Quality Case Studies will ensure that:

- The case study describes a real company, and its challenges.
- Facts are presented briefly, clearly, sequentially and promote lively debate.
- Case should include quantifiable data if possible so that students can see (or calculate) the ROI for SHE improvements.
- Key players are believable and have valid opinions, and interests to champion.
- The study includes friction and conflict between characters.
- The case is open ended with no solutions given or implied. (Teaching notes should be provided which comment on actual or possible alternative outcomes).
- The case discusses how the implementation of SHE management improved business.

4.2 High Quality Case Studies will delineate:

- The effects of incident costs on company performance in selected areas.
- The attitudes of the CEO and Senior Executives and their impact on SHE.
- How SHE management goals can be defined and made measurable.
- How a safe workplace is planned and organized - The role of the safety professional.
- How a workplace is audited and who reviews and acts on the results.
- The relation and difference between prevention and insurance.

5.0 FUNDING APPLICATIONS:

Requests for funding of case studies should be e-mailed to Minerva Canada (minerva@safetymanagementeducation.com). A Minerva Working Committee will review the submission and make recommendations to the Minerva Board. Funding provided for case studies is currently in the \$6,000 range. (For examples of case studies go to www.safetymanagementeducation.com and click on [Teaching Resources and Case Studies](#)).

Requests should include:

- The name of the organization to be studied and a brief synopsis of the case, detailing what aspect(s) of business effectiveness have been (or could be) improved by SHE management in the selected company.
- The proposed authors and a detailed account of how the case study can be employed in future teaching venues within Business and/or Engineering Schools (e.g. mandatory core courses to maximize student exposure to SHE management principles)
- A proposed budget and work plan with milestones and timelines.

- If the proposal is approved, a contract will be signed between the contractor/professor and Minerva. Included in the terms shall be 2 or 3 progress payments. A DRAFT version of the case shall be submitted to the Minerva Committee for review and approval of any progress payment(s). A FINAL version shall be submitted for review and approval before the final progress payment and publication. A one-page summary of the case study shall be provided with the Final version detailing possible areas in the curriculum where it can be used (e.g. Risk management, Change management, Labor Relations etc.)

It is a condition of Minerva sponsorship that each case study is the shared property of Minerva Safety Management Education Inc. and the university, college preparing the case study. All case studies will be placed on Minerva's website. The Minerva Canada case studies found on its website are for educational purposes and can be reproduced free of charge without the permission of Minerva Canada. They can also be used or referenced in any periodicals, research papers or textbooks used for educational purposes. They cannot be distributed, sold for commercial purposes or modified without the express permission of Minerva Canada.