

Summative Cases - Instructor Notes

Many business policy courses include case study analysis as a summative assessment of learning tool. Some textbooks include case studies, while other texts require instructors to source cases each semester. Including sustainability-focused cases – and requiring students to analyze all four forms of capital in the EOM model (human, social, natural, and financial) regardless of their case selection – further integrates sustainability topics into the business policy curriculum.

Summative Case Sources

Complete cases for summative assessment of learning assignments are included in many texts. Whether included or not, instructors may want to provide additional cases from which students can choose. Popular business case sources include:

- [Campbell Library Responsible Business Research Guide](#)
Scroll to “Case Studies” for additional case study resources
- [Darden Business Publishing](#)
This collection includes cases suitable for summative projects, short cases for classroom discussion (see [classroom cases instructor notes](#)), and ethics cases following the Giving Voice to Values approach (see [giving voice to values activity](#)). Create an educator account to access the cases. Note that cases must be purchased for classroom use.
- [Harvard Business Cases](#)
Create an educator account to access the cases. Note that cases must be purchased from Harvard Business Press for classroom use.
- [Rotterdam School of Management SDG Case Series](#)
Cases are available for download from this site. Teaching notes may be obtained through RSM’s publishing partners.
- [Sage Business Cases](#)
The Campbell Library subscribes to this Sage database which includes some of the same cases as the Harvard database. All cases are ready for classroom use for Rowan faculty.

The cases selected should address business strategy issues and be suitable for students to analyze using the full range of theories, models, and tools studied in the course. Be sure to include several cases with an explicit sustainability focus.

Instructors may elect to restrict students to the content in the case or allow for outside research to supplement information included in the case. Common additional research sources are:

- [Case company annual report \(10-K filing\)](#)
Publicly available through the SEC website or individual company websites under “investor relations.”
- [IBISWorld industry database](#)
This is the Cambell Library link. IBISWorld is available through most university libraries.

Case Examples

These cases were all sourced using the Sage Business Cases database in spring 2022. All cases required students to do outside research to supplement information included in the case.

☑ denotes cases with explicit sustainability components. Links require logging into your Campbell Library account.

- ☑ [The Boeing Company](#). Dominance to Near Demise: Can Boeing Return to Its Position as the World’s Largest Aircraft Manufacturer?

Students consider the challenges of managing stakeholder interests while ensuring long-term financial viability.
- ☑ [DIRTT Environmental Solutions](#). DIRTT: Sustainably Changing Modular Construction

A Canadian company pioneering sustainable commercial construction methods. Can DIRTT’s sustainable methods be expanded into residential construction?
- ☑ [General Mills](#). General Mills: Driving Food Systems Change Through Regenerative Agriculture

General Mills executives want the company to be a sustainable strategy and business practices leader. Can an acquisition be the catalyst for transforming General Mills’ legacy businesses into a more sustainability-focused model?
- [Kraft Heinz](#). Growth Strategic Options of Kraft Heinz.

Kraft Heinz works to address an underperforming product portfolio and a high debt-earning ratio.
- ☑ [Microsoft](#): Satya Nadella: Leading Microsoft’s Growth

Microsoft’s CEO seeks to create an inclusive workplace culture and product portfolio to drive innovation.
- [Ulta Beauty](#). Bold and Beautiful: Ulta Beauty Thriving in the Retail Apocalypse

Ulta leverages and expands its brick-and-mortar presence to appeal to Millennial customers. What are Ulta's growth options in the continually changing retail landscape?

- [VF Corporation](#). V. F. Corporation: Integrating Sustainability With Corporate Strategy

Students examine how VF Corporation embedded sustainability in its fashion brand strategy. VF owns popular apparel brands such as The North Face, Vans, and Timberland.

Summative Case Sustainability Analysis Instructions

Case analysis guidance included in business policy texts typically does not include sustainability analysis guidance. The [Economics of Mutuality](#)¹ (EOM) model can be used to provide this guidance.

An example of how student case analysis instructions might read is provided below. Note that these instructions require student familiarity with the EOM model. See the [Economics of Mutuality Instructor Notes](#) for EOM instructional strategy.

For your sustainability analysis, identify and discuss how the company is tracking and reporting these forms of non-financial capital: human, social, and natural. See the forms of non-financial capital in the Economics of Mutuality (EOM) model for a refresher.

- *Report any numbers and trends available.*
- *Discuss how the company's human, social, and natural capital investments and actions support (or do not support) company strategies.*
- *To what degree do these non-financial capital investments and actions facilitate taking advantage of strategic opportunities or addressing competitive threats identified in your external environment analysis?*

Note that your case company may not utilize the EOM model; therefore, the metrics reported by your company may not align with the metrics defined in EOM. Do your best to identify how your case company defines and reports non-financial capital and how these forms of capital influence and guide company strategy.

¹ Bruno Roche & Jay Jakub (2017). [Completing Capitalism: heal business to heal the world](#). Barrett-Koehler.