

Guidelines: From motivations to tips for writing up the Book Chapters

Table of Contents

1	Motivations	1
2	Authors	2
3	Structure of each chapter	2
4	Example abstract	3
5	Important dates	3
6	Audience	3
7	Book context	3
8	Preparation guidelines.....	3
9	Example completed discussion case.....	7
10	More information	7

1 Motivations

- Opportunity
 - One the greatest opportunities and appeal of postgraduate education is the ability to critically relate academic theories and frameworks to practical reality.
- An appropriate tool
 - Discussion cases are a perfect tool to enable postgraduate students to connect academic theories with practice.
 - Discussion cases are the main tool used by the top Universities such as Harvard in teaching - <https://cb.hbsp.harvard.edu/cbmp/pages/content/cases>
 - Unfortunately, it is difficult to find discussion cases that offer deep insights from the African perspective, more so about the role of ICT in transforming government.
- Relevant and contemporary
 - Discussion cases present a contemporary situation which requires discussants to develop and/or evaluate solutions. Typically, such cases are ideal as the basis for postgraduate class discussions.
 - Discussion cases focus on a decision that needs to be made or the situation leading up to a decision that was made in the recent past.

- For example, in the attached example abstract on transforming South Africa using e-Skilling, the authors illustrate the critical decision that the government agency faces in navigating political and internal terrains in fulfilling a new mandate. Postgraduate students can draw on a variety of academic theories on strategic management, organisational theory, new public management, negotiation, financial management, business leadership, innovation theories... etc. in order to propose potential solutions to the real life decision.
- Value add
 - Many business school such as Harvard Business School, Wits Business School, Stanford Business School apply their academic theory centering around the discussion case.

2 Authors

- We are targeting academics to co-author the chapters of each book.
- The chapters are to be published in the book, "Transforming government using ICT: Contemporary cases from Africa"

3 Structure of each chapter

- The following are guidelines on the minimum structure of each chapter.
- Introduction
 - The introduction, similar to an extended abstract, presents the decision setting and motivates the decision being made.
- Environment
 - Describe the environment (e.g., industry, field, country/culture) in which the case is set, explaining aspects pertinent to the case.
- Organization
 - Describe the organization (e.g., agency, company, institution) in which the case is situated.
- Locale
 - Describe the locale (e.g., department, tribe, neighbourhood, subculture) in which the case is situated.
- Protagonist
 - Describe the individual or group most directly responsible for any actions or decisions relevant to the case.
- Situation
 - Describe the specific situation to be addressed in any analysis of the case that is to be performed.
- Constraints and Requirements
 - Revisit the case situation specifying all constraints (e.g., time pressure, specific criteria that must be met) and requirements (e.g., alternatives to be considered or important priorities).

- Exhibits
 - Source documents, images and tables relevant to the case.

4 Example abstract

- We provide as an attachment an example of an abstract that you could use to develop your abstract.

5 Important dates

- The important dates are indicated in the attached Call for Papers (CfP Transforming government in Africa using ICT)

6 Audience

- There are four sets of audiences which are envisaged for the book.
 - Faculty who teach at postgraduate level and require contemporary examples to use in facilitating class discussions.
 - Postgraduate students who need to critically comprehend contemporary events in light of academic theory being taught
 - Government officials who have to deal with the complexity of implementing ICT in government in order to produce more effective and efficient service delivery.
 - Researchers who seek to extend the utility of academic theories as they relate to new contexts such as in Africa.

7 Book context

- The book targets the African context as there are very few discussion cases that enable a comprehensive understanding of the complexities involved in implementing ICT within government towards better service delivery.
- The discussion cases being compiled for the book are designed to be independent cases whereby the case stands alone and can be meaningfully discussed, presented or analyzed without reference to other cases. The cases can be used by itself without creating false impressions.

8 Preparation guidelines

- Key tip in identifying a protagonist
 - It will be much easier to write the case if your protagonist is enthusiastic about the story you plan to tell.
 - This is the main reason for focusing on successful ICT in government projects.
- Having identified the case, the following are strongly suggested steps in achieving success with the protagonist.
- Step 1: Prepare
 - Search
 - Google the protagonist and other relevant keywords

- Research
 - Examine research databases for relevant literature
- Web
 - Browse organization-department-project/course web sites
- Repositories
 - Look for similar cases in sites like HBS (business) or MERLOT
- Records
 - Is topic described in press, reports (e.g., LexisNexis search).
- Step 2: Interview
 - To provide before the 1st meeting
 - Biography
 - Provide some background on yourself, so they know where your experience lies. Don't just throw in your vita—tailor it to your audience.
 - Case objectives
 - Explain why you want to develop the case.
 - Process outline
 - Outline the case writing process so the protagonist has a clear idea what they are getting into. It is far better to have a potential case site decline to participate early—rather than late—in the case writing process.
 - Benefits summary
 - Explain what the benefits of participating in the case study are likely to be. Don't assume that "contributing to the world's knowledge" will be enough. Other benefits may include: clarifying a complex situation, access to your unusual expertise, creating a document that can be incorporated elsewhere (e.g., in strategic plan).
 - Sample case
 - No matter what type of case you are writing, many protagonists will not be familiar with what a case is. Offer them a sample of a case study similar to what you are contemplating writing.
 - Sample interview questions
 - Context
 - What is the industry/field->organization->organizational unit in which the case is taking place?
 - What is the historical context of the case?
 - What are the available data sources?
 - Where should I look for publicly available data?

- Are there any private documents or systems that I can be given access to while I'm developing the case?
- Protagonist
 - What is the background of the individual most directly related to the case?
 - What are the available data sources?
- Situations
 - What do you view as your most important recent accomplishments?
 - What interesting issues are you currently facing?
- Possible Topics
 - For each accomplishment or issue identified:
 - What makes the situation particularly interesting?
 - What decisions are you currently facing?
 - What decisions did you (or your organization) make in the past that led up to the current situation?
 - How might my involvement in writing the case assist you with respect to this situation?
 - Who else was involved, and would they be willing to talk with me?
 - What are the available data sources?
- Release
 - When the case is completed, would you like to be listed as a co-author?
 - What, if any, aspects of the case study do you think you may want to disguise?
 - Who has the authority to release the case, once it has been approved?
 - When can I speak to that individual?
- Step 3: Writing up
 - Keep the audience in perspective
 - Write the chapter so as to make it interesting for a non-technical reader.
 - Keep your average sentence length half as long as you would for any other form of writing you would do.
 - Acquiring direct quotes
 - Record
 - Record interviews as they are conducted
 - Paraphrase
 - Approximate quotes then let individual correct, as necessary, in draft
 - On request

- Send individual request for quote on a specific topic
- Circulating rough drafts
 - Independent
 - Each individual interviewed for the case is contacted privately to approve relevant materials prior to anyone seeing draft
 - Coordinated
 - The contact point for the case is given all drafts of the case and is in charge of gaining approvals for all participants
 - Broadcast
 - A group of individuals is granted simultaneous access to each draft of the case as it is finished
 - Managed
 - The contact point for the case is given all drafts of the case and determines if other participants need to see it when its finalized
- Responsibility got getting permissions for included materials
 - Contact
 - The contact point takes responsibility, desirable if many of the materials require organizational approval
 - Case writer
 - The case writer takes responsibility, desirable if many of the materials are 3rd party (e.g., newspaper clippings)
 - Mixed
 - Both parties take responsibility, based upon the source of the materials
- Responsibility for setting up interview schedules, if needed
 - Contact
 - Site contact identifies the appropriate contacts and sets up a schedule of interview times
 - Site administrator
 - Case writer contacts an administrative assistant at the site with requests to meet specific individuals
 - Case writer
 - Case writer contacts individuals to be interviewed directly, and sets up appointments as desired
- Step 4: Review and release
 - Conduct in-depth interview of contact

- Create to-do list for remainder of case development
- Determine timing of release document

9 Example completed discussion case

- We provide an example discussion case written from the South African context as an attachment

10 More information

- The Case Method
 - <https://youtu.be/WwP6qvVHCI?list=PLVwc8G0stYDaD0Ohl1pJMqHh6cm8kR4Cj>
 - <https://canvas.instructure.com/enroll/F4NYLW>
- Case writing checklist
 - https://youtu.be/_jY34e5gxQc?list=PLVwc8G0stYDYTCveW2qdR_SMxSp02_L0U