

## MINERVA SAFETY MANAGEMENT EDUCATION

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Guidelines for Case Studies funded by Minerva

### 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 and 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 SME 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 (loses) 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.  
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 may be included which comment on actual or possible alternative outcomes.)  
The case discusses how the implementation SHE management improved business.

### 4.2 High Quality Case Studies will delineate:

The effects of accident 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 referred to the Local Minerva Working Committee who will review and make recommendations to the Board. Funding provided for case studies is currently in the \$4,000 – 6,000 range. (For examples of case studies go to [www.safetymanagementeducation.com](http://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 will be employed in future teaching venues (course name, time and frequency of use are required as well as an estimate of the number of student s who will use the case annually).

a proposed budget and work plan with milestones and timelines. An example of a past proposal is available. Go to [www.safetymanagementeducation.com](http://www.safetymanagementeducation.com) click on [Teaching Resources](#) and access the link [Proposal Example](#).

If the proposal is approved a contract will be signed between the contractor and Minerva. Included in the terms shall be 2 or 3 progress payments. A DRAFT version of the case shall be submitted to the Local 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. All case studies will be made available in both English and French languages. Minerva will be responsible for translation costs and services.

*It is a condition of Minerva sponsorship that each case study copyright is the exclusive property of Minerva Safety Management Education. Minerva has exclusive right to use and distribute the study as, how, and when it chooses, either freely or for payment.*