

Video Cases: A Pedagogical Tool for Teaching Strategy

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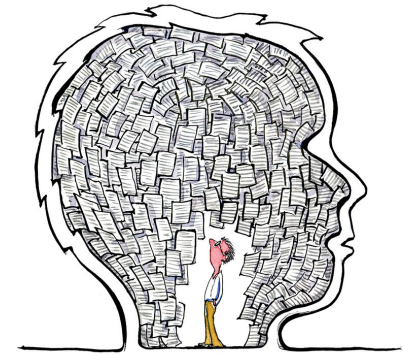
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What are video cases? Why use them over traditional paper cases?

- Videos are the main part of the case— written material are supplemental.
- More realistically communicate external context (“picture is worth a thousand words”) by:
 - promoting more active cognitive processing (Lloyd and Robertson, 2012)
 - better engaging students in the course material (Rackaway, 2012).
- Succinctly reveal the long arc of the evolution of business in these contexts, as well as aspects of their co-evolution with their contexts.
 - Cross-sectional variation usually accomplished by considering organizations set at a particular time (Jones and Khanna, 2006).
- Shine a spotlight on the protagonist (“straight from the horse’s mouth”) by revealing communication practices (Choudhury et. al., 2019) & “core competence” of their organizations (Gao et. al., 2017).

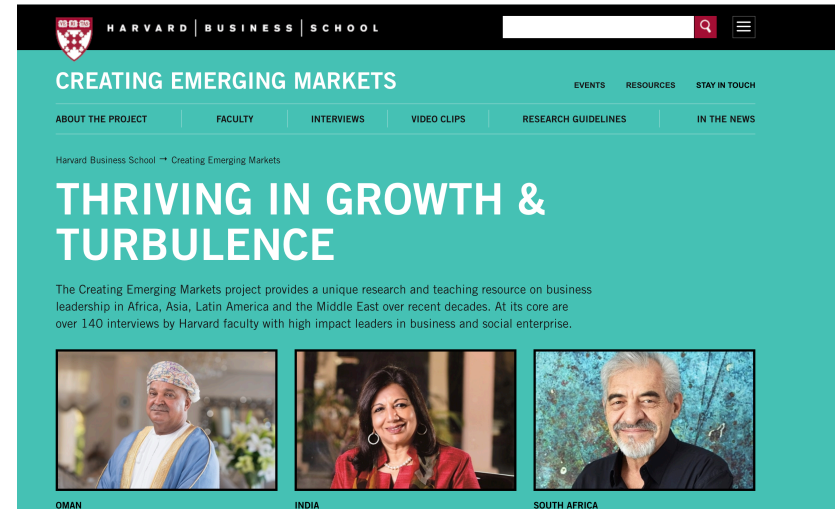


A picture says more
than a thousand words

HikingArtist.com

Creating Emerging Markets (CEM) Project

- Interview database produced by HBS' Business History Initiative
- Enables students to hear directly from iconic entrepreneurs across industries and emerging market contexts.
- Transcripts and selection of video clips freely publicly accessible
- 150 hour-long video narratives + transcripts from across Asia, Africa, Middle East and Latin America, and is steadily expanding.



Examples of Recent Uses of CEM videos

Stand-alone clips

Accompaniment
s to existing
case
discussions.

CEM video of Ratan Tata
(India) may complement
existing HBS cases on the
Tata Group

CEM video of James
Mwangi (Kenya) may
complement existing HBS
cases on mobile money in
emerging markets.

Single long run video

Show the
evolution of a
company or an
entrepreneur's
approach.

The CEM video of Mo
Ibrahim sheds light on the
journey of a serial
entrepreneur, first building
Africa's first continent-wide
mobile phone network and
then building a foundation
dedicated to eliminating
corruption among elected
officials across Africa.

Video clip ensembles

Use an entire
session to
elucidate the
phenomena.

Separate video ensembles
shedding light on the
phenomena of corruption
and innovation in emerging
markets, piloted in executive
education classrooms in
2018-2019.

Innovation and Business in Emerging Markets



What constitutes innovation in emerging markets, and how does this differ from other contexts? Is catching up a form of innovation? Why or why not?



How do emerging market firms acquire knowhow and technology, and what are the relative merits of these approaches?



Is leapfrogging possible in emerging markets?

Corruption and Business in Emerging Markets



How does corruption manifest itself across countries? What is the spectrum of corruption? What are contextual factors that may explain these different manifestations?



What are effective strategies for companies to deal with corruption?



What is the responsibility of business versus government in addressing corruption?

Fadi Ghandour (Middle East) – Leapfrogging



Kiran Mazumdar-Shaw (India) – Innovation



Discussion

- What is the nature of innovation – is leapfrogging possible?
- To what extent does this pedagogy differ from that of conventional case discussions?
- What other applications of video cases would you recommend?

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