

NIBS Host Institution Protocol Manual

Table of Contents:

1. [Introduction to the Guide](#)
2. [Hosting Institutions](#)
3. [Planning Suggestions for Host Institutions](#)
 - 3.1. [Official Rules and Guidelines](#)
 - 3.2 [Organizational Committees](#)
 - 3.2.1 [Social Committee](#)
 - 3.2.2 [Judges Committee](#)
 - 3.2.3 [Cases Committee](#)
 - 3.2.4 [Scheduling Committee](#)
 - 3.2.5 [Volunteer Committee](#)
4. [Key Contact Person](#)
 - 4.1 [Timeline of Competition](#)
 - 4.2 [Financial Responsibilities of Host Institution](#)
 - 4.3 [Competition Week Issues/ Miscellaneous Tips](#)
 - 4.4. [Index and description of All Relevant Documents](#)

1. Introduction to the Guide

The Network of International Business Schools (NIBS) is a group of business schools from around the world who believe that the internationalization of business and the globalization of the economy are essential elements in the evolution of managerial practices. NIBS was formed in 1993 and currently has 91 institutions in over 30 countries.

NIBS members believe that higher education and training must integrate a strong international dimension, including the practice of foreign languages, the study of comparative management techniques and the experience of working and studying abroad. They also believe that cooperation between educational institutions in different countries contributes to a better understanding between nations by furthering awareness and knowledge of other cultures and social practices.

Members of NIBS recognize each others' qualifications, have a common goal of collaboration, and encourage participation in the following:

- » Student exchanges/interactions
- » Faculty exchanges/interactions
- » Exchanges of ideas for teaching programs
- » Joint teaching and research programs

Membership in NIBS entitles an institution to participate in case competitions and conferences.

The NIBS Case Competition (hereafter referred to as the Competition) began in 1996, with the first competition hosted by ESCA University in Rennes, France. The Competition has become one of the oldest and most respected case competitions for business students at the undergraduate level. Normally 10 teams from countries throughout the world participate in the weeklong event and their experience varies from first time participant school to veteran schools that have competed for many years. In the early years of the Competition the winning school from the previous year hosted the Competition in the next year. In recent years the Competition has moved from one NIBS member institution to another and the NIBS Steering Committee takes responsibility for finding a host for the Competition. The Competition has been hosted in Canada (Quebec & Newfoundland), New Zealand (Auckland), Norway (Oslo), the UK (Coventry), Ireland (Dublin) and the USA (Tennessee).

The purpose of this guide is to help all teams prepare for the competition, in particular first time participants. The guide covers everything from how to select a team, to what to expect at the competition. The guide will outline basic strategies teams could take when preparing and presenting a case.

Also, the guide will help ensure that teams experience all aspects of the competition including non-case events. The competition offers participants great opportunities to meet new people and network with prominent business people attending the competition either as judges or sponsors. Participants are encouraged to relax and socialize between cases. Teams (coaches included) should have fun!

2. Hosting Institutions

The NIBS Board is responsible for choosing the host for each successive competition. Institutions wishing to host the competition should contact David Gillingham, President of NIBS.

Email: david.gillingham@holborncollege.ac.uk

3. Planning Suggestions for Host Institutions

Planning the NIBS Case Competition can be a daunting task. Hopefully, these resources will guide new hosts through the procedure and highlight all tasks and information that are critical to the planning process.

3.1 Official Rules and Guidelines

It is absolutely critical to begin the planning process by first using the official Rules and Guidelines to understand the competition regulations and procedures. This document is the backbone of the event and ensures the integrity and consistency of the competition.

3.2 Organizational Committees

It is suggested that organizational committees be formed at the hosting institution to split up the responsibility of planning. Some suggested committees are:

- **Social Committee:** Organizes and plans all non-academic events, meals, outings, etc...
- **Judges Committee:** Locates, secures, organizes, and communicates with all judges for the competition
- **Case Committee:** Finds and decides what cases to use in the competition, beginning with the Qualifying Round
- **Scheduling:** Schedules rooms and times for the competition events
- **Volunteers:** Locates, secures, organizes, and communicated with all volunteers, both social and academic
- **Key Contact Person:** This person should oversee all committees and take care and/or delegate all other responsibilities

3.2.1 Social Committee

During the course of the Competition, teams and coaches will have several opportunities to socialize with the other teams, coaches, judges, and host institution coordinators. The host institution usually plans several social events which may include dinners, sight seeing, sporting events, and an end of competition banquet or gala event.

A major component to the Competition is spirit. The week long Competition is a challenging and tiring time, yet extra effort is made to ensure that all teams not only enjoy the experience of competing

against schools from around the world, but also to meet new people and have fun once the work is over.

Students attending a business school do not need an introduction to the benefits of networking, however it is important to remind teams that this competition is a great chance to not only meet members of other teams, but to meet the judges and other attendees. Judges of the Competition are made up of prominent business people and academics that have a wealth of knowledge. Team members should take the time to meet and talk to them to, at a minimum, take advantage of this knowledge and how it can help them in their career.

Returning to the topic of spirit, it is important that teams socialize. Not all teams will be comfortable with taking part in social events as it is not for everyone. Some teams may believe it will interfere with their ability to perform. However, most teams will find that the social events and simply socializing with others will help to ease the stress and tension the competition brings. Most importantly, an award for spirit is normally presented at the Competition final banquet. Lifelong friendships are often formed at the NIBS Competition!

- **Sunday:** General Protocol suggests that a Sunday Welcoming Reception should be planned. Appetizers or hors d'oeuvres are typically provided.
- **During the Week:** One night during the week is usually reserved for a meal for both coaches and team members. In the past, coaches and teams have been treated to a dinner at different restaurants, offering a time of separate interaction and networking.
- **Thursday Cultural or Regional Outing:** Thursday is designated as a non-competition day. This day has been used in the past as a “sight-seeing” day or “fun” day away from the competition, used to explore the culture or region of the host institution. Arrangements may need to be made for teams going on to the semi-finals round on Friday to return to the hotel early to prepare for the next day’s competition. This event should be paid for by the host institution, but teams may pay for their own meals this day.
- **Friday Banquet:** Friday is designated as the semi-finals and final round of competition. A banquet or gala dinner is typically planned for this night. A meal, along with an awards ceremony, is customary for this event. This is a wonderful time to party, relax, and unwind after a long week of competition. Host institutions are welcome to plan entertainment, music, dancing, etc... if they so wish. A meal is always provided, and awards are given, including participation certificates, spirit awards or other awards, and the winner of the finals are announced. The trophy will be given to the winning team and brought to the competition by the previous winners.
- **A Friday Note:** Only 4 teams compete in the semi-finals and only two in the finals. You may want to make arrangements for social options for the students and coaches not competing on Friday. Most of the teams will want to be back in time to watch the final round.

Relevant Documents:

General Schedule and Information

Banquet Schedule

Daily Schedule

Dinner Selection

3.2.2. Judges Committee

Judges are very important to the competition. This is also a wonderful time for institutions to reach out and get community and business leaders interested and involved in their school, as well as bring in academicians from your school or the region. The judges committee should first read the guidelines for judges in the Rules and Regulations.

Each round of competition will require many judges; it is best to get started contacting your judges early to reserve their time. Each round robin competition needs at least 3 and no more than 5 judges. It is a best practice to try to reuse good judges, as they will be familiar with the procedure and be able to assist new judges.

The case and the judges kit should be sent to the judges approximately two weeks before the competition to give them time to become familiar with the case, competition rules, and method of evaluation.

It takes approximately 2 hours to participate as a judge in one round robin competition. The judges need to meet approximately 15-30 minutes for a judges briefing before the competition with a representative from the host institution. During the briefing, the host institution representative should explain the nature and spirit of the competition, answer any questions pertaining to the case, explain scoring and feedback, and go over samples of appropriate questions. (They should also be reminded to turn off all cell phones). The judges should then be shown to their assigned presentation room and given any materials they need (pens, evaluation forms, etc...)

It is suggested that you have a “reserve” or extra judge scheduled for each round in case of emergency or cancellations.

Relevant Documents:

Judges Evaluation Forms

Judges Kit

Judges Scheduling Document

3.2.3. Case Committee

The Case Committee is responsible for selecting the cases to be used during the competition, beginning with the Qualifying Round. Please see Rules and Guidelines for presentation information.

Every effort will be made to ensure that the cases chosen are unpublished. In addition, cases should be at the MBA level, international in scope, strategic in nature and broad based. **Note that an**

“international case” refers to one that deals with an international issue being considered, or dealt with, by the organization.

For matches on the “double case day” of the round robin, every effort will be made to ensure that the cases are of appropriate length to allow teams to complete their preparation in three hours. Other cases for competition rounds should be of appropriate length to allow teams to complete their preparation in four hours.

- **Qualifying Case:** Each team has a maximum of six hours to prepare the case analysis report. The advisor will ensure that the time limit is enforced. No one is to see the case before the six-hour preparation period starts and no one can discuss the case with the team until the preparation period is over and the case analysis has been collected. The case analysis must be typed using double-spacing; no hand written material of any sort will be accepted. A margin of at least 2.54 cm (1 inch) must surround the text. A table of contents is not necessary. The case analysis must be no longer than 1500 words, and may include any number of appendices, if and only if they are referenced in the text of the case. No additional text may be included in the appendices. The case analysis must have attached a title page, which includes the name of the institution and the names of the team members. The name of the institution and names of the team members cannot appear anywhere else in the case analysis (e.g. refrain from including any identifying information in headers and footers).
- **Competition Week Procedure:** It is important that all cases remain a secret until after all teams have received their cases and begun their preparation. Coaches receive the case at that time. The reason for the secrecy is so that the teams are not tempted to research specific details that are not listed in the case itself; this ensures the integrity and fairness of the competition. Each day the case should be delivered to the preparation rooms in sealed envelopes; each student gets an individual copy of the case. The teams are not permitted to open the case until their preparation time begins. Each student gets an individual copy of the case.

Relevant Documents:

NIBS Rules and Regulations

Apple Sample Case

Oreck Sample Case

3.2.4. Scheduling Committee

This committee is responsible for making the logistics of the competition itself run smoothly.

Room Reservations:

- **Preparation Rooms:** Each team needs a preparation room for the competition. If at all possible, it is best for the team to be able to use that room for preparation all week (they are familiar with the layout and work better in a familiar environment).
- **Presentation Rooms:** You will need at least two presentation rooms for the competition, three or more is preferable (if you have less than two the competition will last too late in the day, especially on the day of two cases).

- **Coaches Lounge:** It is suggested that you designate a place for coaches to go during the competition. This set up makes it easier to distribute the cases to the coaches after the last team has gone into preparation. This is also a natural location for the coaches meeting on Friday.
- **Printing Locations:** Each team monitor will need to print copies of the teams presentation for the judges before the presentation. If you cannot provide a printer in each preparation room, it is suggested you have some centrally located printers for the monitors to use (have more than one printer available as several teams will need to print at the same time).

Timelines and Daily Schedules:

- **Competition Schedule:** The Scheduling Committee will need to decide at what time set-up time, preparation time, and competitions take place for each team based on the set up and logistics of the host institution. One day, either Tuesday or Wednesday, will be the double-case day. Thursday is always an outing day and Friday is the semi-finals and final round of competition.
- **Transportation/Meal Times:** These elements will need to be taken into consideration when planning. The amount of planning you need to do with each depends on the set up and logistics of the host institution.

Relevant Documents:

General Schedule and Information

Competition Schedule (Word)

Competition Schedule (Excel)

Daily Schedule

Departing Shuttle Schedule

Pocket Schedule-General

Shuttle Pocket Schedule

Team 1 Weekly Schedule

3.2.5. Volunteer Committee

Volunteers are a crucial part of the competition. Please see the Rules and Guidelines for duties of the Team and Presentation Room Monitors.

- **Team Monitors:** You will need ten volunteers to spend all week with an assigned team. It is suggested that the same monitor stay with their team all week (the teams get familiar with their monitor and become great friends usually). This is a huge time commitment. All ten will be used at some point during the three days of regular competition. Only four monitors will have to work on Friday, and two will have to work all day on Friday (there is no way to know in advance who this will be since it depends on team performance). It is also a customary practice that the monitor spends social time with the team as well, i.e. during meals, social events, and the Thursday outing.
- **Presentation Room Monitors:** You will need one room monitor per presentation room. Their commitment is during competition times only, but it is customary that they also participate in the social outings of the week.

- **Other Volunteers:** There may be a need for transportation volunteers, event volunteers, technology volunteers during the competition, etc... Volunteers can be paid or unpaid depending on the preference of the host institution. You may also need back up team and room monitors in case of sickness or an emergency.

Relevant Documents:

General Schedule and Information

Competition Schedule

Departing Shuttle Schedule

Pocket Schedule-General

Presentation Room Monitor Information

Presentation Room Monitor Schedules

Shuttle Pocket Schedule

Team 1 Weekly Schedule

Team Monitor Updates

Team Monitors Kit

4. Key Contact Person

This person is the overseer of all committees and in charge of organizing all other activities. There are many details that must be covered in this section; however, the best start is the Rules and Guidelines for the Competition. Also, as main organizer, read the rest of this manual since you are overseeing all activities.

4.1 Timeline of Competition:

- **Early September:** Send out initial invitation to participate (through NIBS website). Host school decides on registration and method and fee.
- **September-November:** Receive registrations from schools, decide on due date for Qualifying Round.
- **Early-Mid November:** Qualifying case should be sent out to registrants, allowing 10 days for response from Qualifying Schools.
- **Late November-Early December:** Score Qualifying cases following procedure put forth in NIBS Rules and Guidelines. Ten Teams should be invited (team from host institution, last years winner, one new entrant, and seven others from the pool). Announcements of Winners should be announced no later than Mid-December.
- **December-January:** Send out arrival and information forms.
- **Mid-February:** Deadline for arrival and information forms, team bios and pictures.
- **March:** Case Competition!

4.2 Financial Responsibilities of Host Institution:

- **Accommodations for teams for 6 nights (Sunday-Friday).** This typically means two rooms with double occupancy. Host institution is not responsible for coach's rooms. It is recommended that all

participants stay in the same hotel if at all possible. The cost for extended stays are the responsibility of the teams.

- **Breakfast for participants** for each day they compete should be provided. This can be provided at the hotel, in the preparations rooms, or in a communal room at the competition site.
- **Lunch for each day** the students participate in the competition (either in the preparation room or via lunch tickets at the cafeteria, for example). Host institution is not responsible for coaches lunches or for students not competing in competition that day.
- **Sunday night reception**, welcome meeting. Appetizers or hors d'oeuvres are typically provided.
- **One dinner** for coaches and teams during the week is usually paid for by the host institution. In the past, this has been held at separate restaurants so that the teams and coaches may dine separately. It is suggested that if it is not held in separate restaurants, that a separate menu is served or perhaps that the coaches be separated from the students in some way.
- Friday is designated as the semi-finals and final round of competition. A **banquet** or gala dinner is typically planned for this night. A meal, along with an awards ceremony, is customary for this event. In the past, this is a wonderful time to party, relax, and unwind after a long week of competition. Host institutions are welcome to plan entertainment, music, dancing, etc... A meal is always provided, and awards are given, including participation certificates, spirit awards or other awards, and the winner of the finals are announced. The trophy will be given to the winning team and brought to the competition by the previous winners.
- NIBS participants should receive some sort of **NIBS memento**. Some ideas from previous competitions are hoodies, golf shirts, book bags, etc...
- It is usually the responsibility of the host institution to arrange some sort of method of **transportation** from the airport, but is not necessarily required to pay for the transportation. This depends on the host city.
- Host institution is responsible for providing some reliable method of getting to the competition site. This depends on the host city; many places can be reached on foot, while it may benefit other schools to provide taxi or subway chits or mini-van shuttles as transportation.
- You will need to get simple, easy to use, reliable **timers** for each presentation room.
- **Two Memory sticks per team**. Host Institution keeps the memory sticks at the end of the competition.

4.2 Competition Week Issues/Miscellaneous Tips:

- Team numbers are chosen randomly Sunday at the Welcome reception/meeting. Team numbers are chosen double-blind. It is important to go ahead and assign a number to the new teams so that they can go first on the first day. All other teams are random.
- Scores/Results should be released at the end of each day of competition.
- Scores for first case on double case day are not released until after the second case. Teams receive scores and feedback for both presentations at the end of the second.
- Daily Schedules are helpful so the students know what to expect, wear, prepare for the next day. This can usually be combined with the Daily Scores in a document and handed out at the hotel at night or at dinner.
- Judges Briefings are very important and should be held before each round of competition. See Judges Committee section for specific details.

- Team and Presentation Room Monitors: See Volunteer Committee Section for specific details about Team and Presentation Room Monitors.
- Coaches should be provided with a lounge area where they can relax between competitions and receive the cases each day. Coaches are not allowed to interact with their team from the beginning of preparation time until after the presentation. Internet access should also be provided to the coaches. There is typically a coaches meeting Friday morning, where the coaches discuss the competition and changes for the future.
- Feedback sessions: Teams and coaches are not allowed to sit in on other team's feedback sessions. Only the team, team coach, judges, Team Monitor, and Presentation Room Monitor should be in the room at that time. The coach usually sits in the audience for the feedback session and does not participate.
- Collect the Coaches Feedback sheets and give them to the coaches at the end of each day so that the team may know comments and feedback from the judges. Host Institution keeps the official score sheets.
- Don't forget to add 1 point onto the winner's score after each round.
- At the end of each day, take all of the presentations off of the memory sticks and keep them in a file. They are the property of the host institution. Clean memory sticks should be provided to each team every round.
- Have a technical person on hand in case projector bulbs blow, jump drives die, clickers refuse to work, etc...
- Presentation Templates cannot have ANY Text, numbers, or formulas. It is the team monitor's responsibility to check these templates each day.
- If you plan to take pictures or video footage of the competition or events, make sure to get the students and coaches to sign a waiver. It is easy to complete that task on Sunday at the Welcome meeting.
- Friday is different because there are many students not competing in the competition. You may want to plan an optional event or arrange transportation for them to go somewhere or just make suggestions about some things they could do to occupy their time. Do this in advance either on the daily schedule or Wednesday night. Since Thursday contains an outing, you may not have everyone back together in the same place again until Friday and that makes it harder to get out information.
- Awards: The results of the final round is announced at the banquet. Last year's winner will bring the trophy for the winner. All participants should receive some sort of certificate of participation. There is also a "Spirit Award" voted on by the students for the most spirited team. Host Institutions decide what that award actually is.
- Documents contained in this manual are merely samples and examples. Please use your own discretion about what to use and change; these are offered so you will have a frame of reference for what has been used in the past.

4.3 Index of Relevant Documents: (Alphabetical listing of all included documents. Please explore CD for Documents.)

General Schedule and Information: This is a good break down of the competition details. This is an important **planning** document containing specific information that should be sent at least 1 month in advance. This allows for participants to know what the weather is like, what to wear, what activities are planned, information about what is not provided by the host school, time zone information, accommodations, airport transportation, etc...

Arrival Information Form: This is a **planning** document that should be sent out after the winners of the preliminary round of competition are announced and also after the Preliminary Agenda is sent out.

Banquet Schedule: This is a schedule of events for the 2009 Banquet

Competition Schedule (Word): This is the competition schedule by day and room.

Competition Schedule (Excel): This is a good “at a glance” worksheet that shows schedule per team.

Contact Information: This is contact information for the competition organizers and local emergency contact information. This information is given to coaches.

Daily Results: This is the “end of the day” **scoring** document. These are distributed or posted at the end of competition. One the “2 competition” day, the scores are posted at the end of the second round of competition.

Daily Schedule: This is the “next day” **document**. These should be distributed at night for the next day. This can be distributed with the daily results and can be used to notify participants of changes in the schedule or agenda. Daily Schedule_First Day.doc is a variation of this document.

Daily Schedule_First Day

Departing Shuttle Schedule: This is a document relating to shuttle schedules from the site of the competition to the airport. If participants are arranging their own transportation to and from the airport, documents relating to shuttle service will be unnecessary.

Dinner Selection: This is a sample menu card if your meals require participants to select their meal in advance.

Email Contacts: Information for this sheet is compiled from the Team Profile Forms. This should be distributed to the participants at some point so that they may continue their friendships and networking.

Judges Evaluation Forms: This is a sample judge’s evaluation form. Each judge should fill out an “Approximate Evaluation Criteria Guide” and “Basic Feedback” form. Judges should deliberate and fill

out one "Official Competition Score Sheet" per head to head match. The Evaluation Criteria Guide and Basic Feedback forms may be given to team coaches. The Official Competition Score Sheet should be collected by the competition organizers.

Judges Kit: The judges kit should contain guidelines for presentations, explanation of scoring and feedback, guidelines for judging and case analysis, case method explanation and level of expectations for undergraduate students, and judges evaluation forms. Please see the Judges Kit Supplement.doc for other information that can be given to judges.

Judges Scheduling Document: This is a helpful at a glance document that shows judges assignment by day and room.

Most Spirited Award Choices: The Most Spirited Award is not required but is tradition. This is an award given by the students to one team for being the most spirited; however they choose to define that term. Awards can vary and hosts may choose to start their own type of award or awards. This is a sample ballot. Students should vote late in the week and awards are typically given at the banquet.

NIBS Case Competition Announcement 2008-2009: This is actually in the first part of the NIBS Rules and Regulations. This announcement is sent out usually through the NIBS network email and solicits submissions for the preliminary round of competition. This is the FIRST document to go out to NIBS members.

NIBS Case Competition Announcement: Same as above, but dates are empty.

NIBS Guidelines- In Rooms: This is a variation of the NIBS Rules and Regulations; this is the section in the rules that pertain to the presentations themselves. A copy of these should be available in each presentation room for reference.

NIBS Rules and Guidelines: These are updated per the NIBS board. Always use the most recent version.

NIBS Sunday Agenda and Talking Points: This is an example of information to go over at the Introductory Meeting. Use for guidance if necessary- for your information only.

NIBS Team Profile Form: This is a **planning** document that should be sent out after the winners of the preliminary round of competition are announced

NIBS Brochure: This is an example of the NIBS brochure. This is not required but is a good idea. It includes bios and pictures of the teams and coaches.

Opening Ceremony Invitation: This was used at Bishop's to invite participants to the opening ceremony. A document like this can be used for an invitation to the banquet or special meal. For your information only.

Participant Certificate: It is not required but is tradition for each participant to receive a certificate of their participation. Two templates are provided.

Participant Certificate 2

Permission for Reuse of Materials: This was distributed to the coaches to allow materials to be used for training purposes.

Pocket Schedule General: This document was used to create some pocket sized schedules to fit in a name tag holder.

Preliminary Agenda: This document gives a brief overall schedule of activities (not too specific usually) and gives coaches information about when certain forms are due, where they will be staying, costs, and airport and travel information. This should be sent out to the preliminary round winners as soon as possible, usually a couple of months before the competition.

Presentation Room Monitor Information: Moderators are expected to follow certain procedures. This document details what should happen in each presentation, what moderators should say, and at what time things should happen. The actual time on this is to keep a record of what actually occurred in the presentation. This is a sample document. Please see NIBS rules for Moderator rules if you wish to interpret them in your own format.

Presentation Room Monitor Schedules: This document details the schedule for the presentation moderators.

Presentation Timing Sign: This document is a template of a timing sign for the presentation.

Shuttle Pocket Schedule: This document was a quick reference for shuttle times. If shuttles are not relevant to your planning, do not use.

Sponsors Thank You Letter: This is a sample thank you letter template you may use to thank sponsors if you have special sponsors or donations to the event

Team 1 Weekly Schedule: This is a sample document that is the team schedule for the week.

Team Budget: This is a sample budget detailing which meals are paid for and which are the team member's responsibility.

Team Information: This is a worksheet that organizes all participant information on the same sheet.

Team Monitor Updates: This document was used to reinforce things that monitors were failing to do or to give them updates about things. This is just for your information and not necessary in any capacity.

Team Monitors: Monitors have specific responsibilities during the week. Please see the NIBS rules for your own interpretation of this document. This was used to prepare the monitors for the week.