

Table 1-SM

Descriptive Quotes from Cases Featuring Female Protagonists and Male Protagonists

Variable	Female Protagonist	Male Protagonist
Rich Descriptions	<p>Diana House's career included that of investor, creator, and entrepreneur. After her graduation from Bond University's law school in 2009, Diana launched Tiny Devotions, an intention based accessories company that became successful through being first to market in North America selling mala beads. <i>(Cole and Parker)</i></p> <p>Hewings, the general manager of the Stars, was herself a volunteer who devoted many hours per week to the club. She had a bachelor's degree from McGill University and a graduate diploma in communications from Concordia University. She worked for eight years at Hour Magazine, a weekly Montreal newspaper, as writer and editor. She had played for both the McGill University Martlets and the Stars and was appointed the team's general manager in 2010. She had also done extensive research on hockey and published numerous in-depth articles about female hockey for various media. <i>(The Montreal Stars)</i></p>	<p>Jeff House graduated from London Ontario's Western University in 2007 with an honors bachelor's degree in health sciences. Upon graduation, House began a career in real estate, successfully transacting \$20 million in sales and 120,000 square feet of leasing in his first few years. He launched House Group, Inc., an asset management company with several commercial and residential properties in their portfolio. Jeff also offered several real estate brokerage and consulting services, with a strategic focus on the development, construction, and project management of properties in the city of London, Ontario, Canada. <i>(Cole and Parker)</i></p> <p>The Vice ethos reflected the personality of its founders, neither of whom had formal business training. Alvi had been raised in Canada and the United States in a household of immigrant academics from Pakistan, where he was perpetually bridging the distance between the South Asian culture and Islamic religion of his parents and daily life in North America. He graduated from McGill University in Montreal with a BA in philosophy. His academic experiences included earning a failing grade in feminist literature and subsequently dropping out of graduate school—early indicators of his inability to embrace mainstream political correctness. He had also faced, and won, a personal battle overcoming substance addiction. Alvi brought to Vice an edgy, hardened street credibility that, combined with his cerebral, philosophical view of freedom of expression and his editorial interests, produced a journalistic style that routinely pushed the boundaries of conventional sensibility. <i>(Vice Media)</i></p>

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Direct Quotations	<p>“Younger workforce—folks who are just out of college—expect the workplace to have fun elements, they are full of energy and want to do things that are meaningful and impactful. They are also ambitious, in a hurry to get to the goal and achieve success.” (<i>IBM India</i>)</p> <p>“Our customers continue to love that product; we have an aggressive sampling program as well. We make sure our customers can try the product, whether it is our own olive oil or one of our supplier’s. We keep in direct contact with our suppliers, so that’s a relationship we value.” (<i>Jill’s Table</i>)</p>	<p>“Our biggest competitor is water. You find decent restaurants, which would use a cellulose pad; they wet and mop the table before they make you sit there. The guy goes, and you would find streaks on the table. I call a cleaning cloth a dust redistribution device. It just makes sure that whatever food is dropped on one side is crushed and distributed rapidly across the whole table. So there is a need to understand the actual meaning of hygiene and cleaning. That which appears clean to the naked eye, may not be the expected level of hygiene and cleaning.” (<i>Diversey in India</i>)</p> <p>“The traditional advertising model for attracting 18-34 year olds is broken. We realized that authentic content was the way to connect and engage with the audience. We created an in-house ad agency as a way to work with brands who might otherwise have been cautious about working with Vice. We didn’t realize it at the time, but it became a way for us to access large corporate budgets without compromising our edgy content.” (<i>Vice Media</i>)</p>

Table 2-SM

Leading Differently Quotes from Cases Featuring Female Protagonists and Male Protagonists

Variable	Female Protagonist	Male Protagonist
Working in Context of Team	As Lawrence and her team analyzed the current situation... (Hustream Technologies)	Hayman and the team needed to devise a strategy. (<i>Nurturing Green</i>)
	Mielewski and her team began sharing their initial formulations. (<i>Ford Motor Company</i>)	...in discussions with his management team. (<i>Bandhan Microfinance</i>)
Attribution of Vision	Her commitment to her original mission made her even more determined to see la Vaca Independiente become sustainable, both financially and socially. (<i>La Vaca Independiente</i>)	How will we reach one billion people every day? Tom Marting stared at the array of handouts and posters on his desk, thinking of his company's big hairy audacious goal (BHAG), set in 2010, to deliver wellbeing to one billion people every day. (<i>GOJO Industries: Aiming for Global Sustainability Leadership</i>)
	She had a goal that was focused on changing the stereotypes about and discrimination against disabled persons in mainland China. (<i>Dialogue in the Dark</i>)	In March 2006, Lui travelled to the Skoll World Forum with a delegation from the emerging non-profit community in China. Rubbing shoulders with the worlds' first and most ambitious social entrepreneurs ³ rekindled his resolve to change the world. (<i>NPI in China: Organizing for Social Good</i>)
Passion	As much as the accomplishments she made over the past few years were milestones of her passion and perseverance (<i>Lilgaa Property Management</i>)	Chris Mazza is articulate, intelligent, passionate (<i>ORNGE</i>)
	This is where she developed a passion for aiding the blind (<i>Dialogue in the Dark</i>)	...he is highly motivated and a passionate advocate of nature. (<i>Nurturing Green</i>)
Creativity and Innovation	Fahmy's designs were considered new and unique compared to other jewellery products sold in the Egyptian market (<i>Azzy Fahmy Restructuring a Successful Startup</i>)	...having the authority to make important business decisions and being able to make more creative decisions (<i>Scuby's Enterprises</i>)

Variable	Female Protagonist	Male Protagonist
Creativity and Innovation (Cont)	Leung had to raise funds through innovative methods. (<i>Diamond Cab</i>)	Umbrella manufacturing was an unorganized business with no patenting at all for the trademarks used. The most commonly used trademarks at that time were moonlight, sunlight, etc. To get recognition in this unorganized sector of business, one had to do things differently, and so I did two things: first, I came up with the completely new brand name "Rhino" after the treasured animal found in the Khaziranga National Park in Assam; and second, I used screen printing, which was powder free and unique at that time. (<i>Manjushree Technopak Limited</i>)
Intuition Sensing and Gut Feel	<p>I believe in slow and steady initially, but once I feel it in my gut, look out — I am going to go hard and really fast. (<i>Jill's Table</i>)</p> <p>Edmonds thought that sustainability could become a key differentiator in the IT hardware market, where products were becoming commoditized. (<i>WWF's Living Planet</i>)</p>	<p>Marting could not help but feel that success in achieving this goal (<i>GOJO Industries</i>)</p> <p>Birnbaum reflected on what transpired: The marketing presentation was delivered by a lawyer, since there was no marketing department. I sensed doom. No basic questions were answered. Things like, why aren't you in the U.S.? In Russia? I told him [Birnbaum's friend], 'It feels like everything is wrong, but I wouldn't know what to do with it.'" (<i>SodaStream Takes on Coke and Pepsi</i>)</p>
Power	<p>A recipient of several prestigious awards...Chaudhury was also categorized as one of 150 "power women who shake the world" by Newsweek (USA) in 2011 (<i>Tehelika in Crisis</i>)</p> <p>Suppliers began to recognize Wilcox, appreciating her culinary expertise and passion for the business. (<i>Jill's Table</i>)</p>	<p>His reputation was among the best in the Virginia wine industry (<i>Michael Shaps Winery</i>)</p> <p>David Branch became the fourth commissioner of the OHL on September 15, 1979. He had an array of experience within junior hockey since graduating from the University of Amherst, Massachusetts; he had been a member of his university's hockey team and was passionate about hockey in general. Along with being the commissioner of the OHL, he had also served as president of the CHL since 1996. He was highly regarded within the Canadian junior hockey</p>

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		community. (<i>The Ontario Hockey League</i>)
Risk-Taking	<p>...she decided to take a risk and develop this new collection (<i>Azzy Fahmy Restructuring a Successful Startup</i>)</p> <p>To encourage more people in need of travel, she pioneered a partnership with Hong Kong Disneyland and other organizations (<i>Diamond Cab</i>)</p>	<p>Lehouse had a script loosely developed and, in his own words, he “just went for it.” (<i>The Kinkajou Bottle Cutter</i>)</p> <p>Lui himself had become somewhat of a maverick in his youth (<i>NPI in China</i>)</p>
Risk Averse	<p>Wong and Potter wanted to start the business slowly and initially planned to target only the 10 emergency room physicians at Highwood River Hospital (<i>Complete Service Billing</i>)</p> <p>She understood the enormous benefits that the partnership had to offer but recognized the need for a comprehensive strategy to mitigate all of the associated risks (<i>Sickkids in Qatar</i>)</p>	Pfeiffer tended to be more cautious (<i>Tokyo Jane</i>)
Rational, Decisive, Evidence based	<p>Because social media platforms could be used or downloaded free of cost, Ghaly thought that this would be the best way to cut media costs (<i>Azza Fahmy Online (A)</i>)</p> <p>She knew she would need a quantitative NAV analysis to back up her reasoning (<i>HudBay Minerals</i>)</p>	<p>He needed to crunch the numbers and determine which choice would deliver the best returns. (<i>Michael Shaps Winery</i>)</p> <p>The dream was replaced with pragmatism (<i>The Indian Greenpreneur</i>)</p>
Collaboration	<p>So I try to involve everyone (<i>Amisha Gupta</i>)</p> <p>Leung also worked with many important strategic partners, including elderly homes, disabled non-government organizations, oil companies, land developers, theme park operators, taxi operators and training organizations (<i>Diamond Cab</i>)</p>	<p>...strong personal and project ties with the Chinese government. (<i>NPI in China</i>)</p> <p>Another key to Hockley’s success was the strong relationship Smellie had built with the LCBO. He considered the LCBO a valuable partner and had fostered this relationship by focusing on how Hockley could best help the LCBO. (<i>Hockley Valley Brewing Co. Inc.</i>)</p>

Variable	Female Protagonist	Male Protagonist
Agentic Behaviors	Fahmy's dream of Azza Fahmy Jewellery (AFJ) becoming an international jewellery brand pushed her to move forward (<i>Azza Fahmy International Expansion</i>)	The growth potential for a good product on such a platform was obvious to Lehoux and he immediately started to think about potential projects to debut on Kickstarter. (<i>The Kinkajou Bottle Cutter</i>)
Agentic Behaviors (Cont)	Wagoki was able to begin production with an upfront investment of KSH15 million ² one year ago. Later, she purchased another section of the building in which she was currently operating for KSH2 million. (<i>Helio Polymer Enterprises</i>)	Soon after he joined, Deepankar set about making rapid changes in the business model to draw in new customers (<i>Ajanta Packaging</i>)
Leadership Crucible	<p>In high school, Swietoniowska discovered she also had a passion for fashion design. She had attended a Catholic school in Mississauga, Ontario, that required students to wear school uniforms. Once a month, the school held a "civies day," and Swietoniowska took advantage of that day to wear clothes she had made herself. Swietoniowska then started designing and sewing dance costumes for herself and others because she was unhappy with the style, fit and comfort of the dancewear that was available in the retail market. As a direct result of this experiment, Swietoniowska decided to start her own dancewear clothing company. (<i>Korra Dancewear</i>)</p> <p>Living in a developing country and witnessing both the extreme poverty and excessive wealth of the Mexican population, Gutiérrez developed a strong sense of social responsibility in her years as an accountant. Over time, she became disillusioned with the concepts of corporate social responsibility. (<i>Fundación Bringas Hahgenbeck</i>)</p>	<p>As part of the management course, Grover went to Austria to join a global business program at the FH Joanneum University of Applied Sciences. The six-month exposure was a great learning experience. His "eureka moment" came one beautiful afternoon when a Croatian friend gifted him with a zodiac plant from her mother's kitchen garden. He discovered that there was a flourishing industry of gifting plants in Austria. He wondered why giving plants could not be done in India. After all, "It makes sense in our country where gifting is an integral part of social behaviour." (<i>Nururing Green: The Growth Dilemma (C)</i>).</p> <p>Since childhood, Nayyar was very particular about the wastage of resources and would go about making savings for his family by switching off lights and fans when not in use, and salvaging small pencil stubs which he would then elongate with pen caps. He rarely used fresh paper stationery and insisted on conserving and re-using blank sides of used paper. (<i>The Indian Greenpreneur</i>)</p>

Table 3-SM

Stereotypical Portrayal Quotes from Cases Featuring Female Protagonists and Male Protagonists

Variable	Female Protagonist	Male Protagonist
Emotional	Chaudhury was “shocked, devastated and angry” on reading the email (<i>Tehelika in Crisis</i>)	The smile of serenity turned into a laugh of kindling joy (<i>The Indian Greenpreneur</i>)
	I can’t wait to rock the world – feel like I’m unstoppable (<i>Amisha Gupta</i>)	Menon was clearly irritated ... (<i>Harmonizing Demand Forecasting and Supply at Mahindra & Mahindra, Ltd.</i>)
Cautious	...had to be careful with the amount of business it conducted. The small company could barely handle producing enough for the Egyptian market, let alone for the rest of the world. (<i>Azza Fahmy International Expansion</i>)	Raman was cautiously optimistic about the process (<i>Customer Segmentation and Business Model Evolution at Unbounce</i>)
	Therefore, she must be convinced that her customers would pay her in the future (<i>Helio Polymer Enterprises</i>)	Pfeiffer tended to be more cautious (<i>Tokyo Jane</i>)
Certainty and Uncertainty	Having worked in research for a long time, she knew how critical it was to be flexible in the approach taken (<i>Ford Motor Company</i>)	In terms of a long-term plan for the league, Branch knew there were a number of factors that could potentially contribute to the attendance problems in certain markets. (<i>The Ontario Hockey League</i>)
	Leung was unsure (<i>Diamond Cab</i>)	Marr was unsure whether his current Facebook budget was adequate (<i>Mackenzie & Marr Guitars</i>)
Ethics and Values	Swietoniowska hosted a charity fashion show in 2011 called “Dance for Life,” which was held to support local homeless shelters. (<i>Korra Dancewear</i>)	He felt very strongly about incorporating sustainability into his winemaking (<i>Michael Shaps Winery</i>)
	...employer whose values match their own, the opportunity to help make the world a better place. This quest for a job with meaning is precisely what led Adrienne to WWF to pursue her interest in corporate social responsibility and partnerships (<i>WWF Living Planet</i>)	He couldn’t — and wouldn’t — ignore the issues raised in the media about its helicopters’ medical interiors (<i>ORNGE</i>)

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Quality and Detail Oriented	<p>Potter wanted to take one long last look at her business plan to ensure she had prepared the projected statement of earnings correctly (<i>Complete Service Billing</i>)</p> <p>“Every time I went to Europe I was disappointed by the quality of craftsmanship there, and felt I could do better given the chance” (<i>Azza Fahmy International Expansion</i>)</p> <p>Customers loved that Wilcox had done the research and offered them top quality (<i>Jill’s Table</i>)</p>	<p>Deepankar swore by commitment and quality of services (<i>Ajanta Packaging</i>)</p> <p>Crafted his own wines with careful attention to the details of fine wine industry (<i>Michael Shaps Winery</i>)</p>
Aggressive	<p>Leung demanded attitudinal and operational training for all new Diamond Cab drivers (<i>Diamond Cab</i>)</p> <p>Chaudhury also noted that it was on her insistence that Tejpal tendered an unconditional apology, a fact that was further corroborated when Tejpal later mentioned that he agreed to apologize due to Chaudhury’s “adamantine feminist principle insistence. (<i>Tehelika in Crisis</i>)</p>	<p>Chandra was an aggressive go-getter (<i>AGV</i>)</p> <p>His old tea estate network came in handy, and he aggressively marketed to various tea companies across India (<i>Manjushree Technopak Limited</i>)</p>
Credibility	<p>Angela Ahrendts would be named as her replacement. Ahrendts had many years of experience within the fashion industry. She previously held various senior positions, including executive vice president at Liz Claiborne Inc., executive vice president of Henri Bendel and president of Donna Karan International. (<i>Burberry</i>)</p> <p>Knowledge gained in her business analytics course (<i>Denka Chemicals</i>)</p> <p>It was November 2013, and Mohsen had been with Harlequin for just over a year, after having completed her MBA at Harvard and spending seven years in various positions at Time Inc. During her early tenure at Harlequin, Mohsen had assisted various business units with strategy</p>	<p>Deepankar joined Ajanta Packaging in 2005, after completing his MBA at IMT Ghaziabad in India with a gold medal. (<i>Ajanta Packaging</i>)</p> <p>... returning to Sudbury as chief executive officer (CEO) at Sunwire Inc. in late 2011. (<i>The Kinkajou Bottle Cutter</i>)</p>

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	issues, mostly involving ways to adapt to the rise of e-books. (<i>Harlequin Enterprises</i>)	
Case Name and Ivey Publishing Product Number		
AGV: <i>Crisis at the top</i> . 9B14C008.		
Ajanta Packaging. 9B13A049.		
Amisha Gupta's first year at work. 9B14C002.		
Azza Fahmy Jewellery: <i>International expansion</i> . 9B13M099.		
Azza Fahmy Jewellery: <i>Restructuring a successful startup</i> . 9B13M097.		
Bandhan Microfinance: <i>Is transformation to bank status required?</i> 9B14N019.		
Burberry. 9B14A014.		
Cole and Parker: <i>Socks that start businesses</i> . 9B14A006.		
Complete service billing. 9B14M023.		
Customer segmentation and business model evolution at Unbounce. 9B14A029.		
Denka Chemicals. 9B14E007.		
Dialogue in the dark: <i>Social enterprise in China</i> . 9B14M014.		
Diamond Cab: <i>An investment of a philanthropy fund</i> . 9B13M077.		
Diversey in India: <i>The growth challenges and options</i> . 9B13M115.		
Ford Motor Company: <i>New shades of green through soy foam</i> . 9B13M109.		
Fundación Bringas Hahgenbeck (FBH): <i>Serving the needs of Mexican senior citizens</i> . 9B14A005.		
GOJO Industries: <i>Aiming for global sustainability leadership</i> . 9B13M108.		
Harlequin Enterprises: <i>Assessing e-books</i> . 9B14M027.		
Harmonizing demand forecasting and supply at Mahindra & Mahindra, Ltd. 9B13D019.		
Helio Polymer Enterprises. 9B14D002.		
Hockley Valley Brewing Co. Inc. 9B14B006.		
HudBay Minerals: <i>Acquisition of Norsemont Mining</i> . 9B14N013.		
Hustream Technologies <i>interactive video</i> . 9B14E008.		
IBM India: <i>Localizing a global model of corporate citizenship</i> . 9B14C020.		
Jill's Table: <i>Digitizing a retail legacy</i> . 9B14A002.		
Korra Dancewear. 9B14A011.		
La Vaca Independiente: <i>Should a social enterprise adopt a for-profit business model?</i> 9B13C033.		
Lilgaa Property Management: <i>Property investing in Eldoret, Kenya</i> . 9B14M043.		
MacKenzie & Marr Guitars. 9B13A038.		
Manjushree Technopak Limited. 9B14M074.		
Michael Shaps Winery: <i>Evaluating the "Custom Crush" Opportunity</i> . 9B13A027.		
NPI in China: <i>Organizing for social good</i> . 9B13M122.		
Nurturing Green: <i>The growth dilemma (C)</i> . 9B13M081.		

ORNGE: A crisis at Ontario's air ambulance service. 9B13C005.
Scuby's Enterprises: Starting a business in Ghana. 9B14M041.
Sickkids in Qatar – Responding to a request for proposal. 9B14M025.
SodaStream takes on Coke and Pepsi. 9B14M038.
Tehelika in crisis. 9B14M081
The Indian Greenpreneur: Management of Frenemy Talent and Coopetition. 9B13C028.
The Kinkajou Bottle Cutter. 9B13A034.
The Montreal Stars. 9B14A043.
The Ontario Hockey League. 9B13A028.
Tokyo Jane. 9B14M085.
Vice Media: Competitive advantage and global expansion. 9B14M039.
WWF's living planet at work: Championed by HP. 9B14M014.