Unit Outline*

MGMT8782

Management Case Study

D10-OFF (QT4) 2011
Manila

Assistant Professor Chris Perryer

Business School

www.business.uwa.edu.au

* This Unit Outline should be read in conjunction with the Business School Unit Outline Supplement available on the Current Students web site http://www.business.uwa.edu.au/students
UNIT DESCRIPTION

Introduction
Welcome to the Management Case Study unit. The unit comprises a suitable research task equivalent to one master of Business Administration unit, undertaken specifically for this purpose under the guidance of an assigned supervisor. The research normally follows a proposal prepared in collaboration with the supervisor and approved by the Director Post Graduate Programs. It is then documented in a research report, not exceeding 6,000 words. The report will be graded by two academics from the Business School.

Students are allowed considerable flexibility in their approach to this unit. Appropriate methodologies include case study or empirical research involving the testing of hypotheses.

I hope that you will find the unit stimulating and enjoyable. I also welcome your ongoing feedback on course content, relevance, process, and methods of assessment.

Unit content
There is considerable flexibility in the nature of the research project which might be undertaken in this unit. It will typically involve review of the literature on the subject, a clear analysis of key issues, the practical application of theory and identification of future courses of action or areas for further investigation.

The Management Case Study unit comprises a suitable research task equivalent to one Master of Business Administration unit, undertaken specifically for this purpose under the guidance of an assigned supervisor. The research normally follows a proposal prepared in collaboration with the supervisor and approved by the Director of Post Graduate Programs. It is then documented in a research report, not exceeding 10,000 words.

Further information is contained in the information pack entitled “Management Research Units in the MBA”.

The goal of the unit
One of the most important aspects of the MBA is the application of theory into practice. The Management Case Study unit provides a good opportunity for students to increase their work-related learning and practical orientation by undertaking a specific and focused project.

Research projects help students demonstrate skills important to future employment. They also benefit the Business School as they enable the School to demonstrate its usefulness to the business community by having students and graduates who demonstrate a clear analysis of an issue or situation and develop practical solutions.

Learning outcomes
Because of the varied nature of projects which can be undertaken within these units it is not possible to specify the outcomes in detail. However it is anticipated that on completion of one of these research project units,

i) you will have developed and refined your research skills in a way which will assist you to undertake business related research projects
ii) you will have gained deeper practical insights into a specific business-related issue or organisational problem

iii) you will have gained confidence in the analysis of issues and the presentation of recommendations

Educational principles and graduate attributes

The unit is completely different from the normal MBA units. It requires the student to undertake research, under the guidance of a supervisor, and to write a comprehensive report which will be assessed. The term ‘research’ can be quite broad and can include projects undertaken on behalf of an organization. In these cases the organisation can benefit from the student’s involvement.

In undertaking such a unit you should be aware of the challenges involved. In particular, you will not have the structure of weekly classes to impose discipline on your learning so you will have to be even more self-motivated to achieve an outcome. If you are undertaking work in an organisation and are expected to prepare a report for them (as is often the case) you may well find that the report you present to meet the requirements for the academic assessment of the unit will not be suitable for presentation to the organisation, so some additional work will be required.

Therefore it is crucially important that the management research project is clearly defined from the outset in consultation with your supervisor so that your expectations, those of your supervisor and also those of any host organisation are clear.

TEACHING AND LEARNING RESPONSIBILITIES

Teaching and learning strategies

Students will conduct most of the work for this unit independently. Supervision will be provided by the unit coordinator in conjunction with the local tutor and a subject matter expert where appropriate. Three workshops will be conducted throughout the course of the unit.

Teaching and learning evaluation

You may be asked to complete two evaluations during this unit. The Student Perception of Teaching (SPOT) and the Students’ Unit Reflective Feedback (SURF). The SPOT is optional and is an evaluation of the lecturer and the unit. The SURF is completed online and is a university wide survey and deals only with the unit. You will receive an email from the SURF office inviting you to complete the SURF when it is activated. We encourage you to complete the forms as your feedback is extremely important and can be used to make changes to the unit or lecturing style when appropriate.

Attendance

There are no formal classes for this unit, but two seminar/meetings have been scheduled with the lecturer and you are encouraged to regularly meet with the tutor.
CONTACT DETAILS

We strongly advise students to regularly access their student email accounts. Important information regarding the unit is often communicated by email and will not be automatically forwarded to private email addresses.

<table>
<thead>
<tr>
<th>Unit coordinator/lecturer</th>
<th></th>
</tr>
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<tbody>
<tr>
<td><strong>Name:</strong></td>
<td>Assist/Prof Chris Perryer</td>
</tr>
<tr>
<td><strong>Email:</strong></td>
<td><a href="mailto:chris.perryer@uwa.edu.au">chris.perryer@uwa.edu.au</a></td>
</tr>
<tr>
<td><strong>Phone:</strong></td>
<td>+61 8 6488 1445</td>
</tr>
<tr>
<td></td>
<td>+63 921 523 2093 (when in Manila)</td>
</tr>
<tr>
<td><strong>Consultation hours:</strong></td>
<td>TBC</td>
</tr>
<tr>
<td><strong>Lecture times:</strong></td>
<td>21 September, 6.00pm – 9.00pm</td>
</tr>
<tr>
<td></td>
<td>22 October, 10.00am – 1.00pm</td>
</tr>
<tr>
<td><strong>Lecture venue:</strong></td>
<td>Ground Floor, Makati Stock Exchange Building</td>
</tr>
</tbody>
</table>

Dr Chris Perryer is an Assistant Professor at UWA’s Business School, where he teaches in the areas of international management and business ethics. He has taught on UWA’s MBA programs in Perth, Singapore, Jakarta, Shanghai and Manila, and until the end of 2010 was Director of the Singapore and Manila MBA programs. Chris has also taught on the Business in Asia unit at the Asian Intensive School of Advanced Management (AISAM) in Penang. Prior to joining UWA he was a sessional lecturer at Curtin University’s Graduate School of Business, where he completed his MBA. Chris also has a Graduate Certificate in Public Sector Management from Griffith University in Queensland, and Master of Management Research and Doctor of Business Administration degrees from UWA. His doctoral thesis examined the transfer of customer orientation training to the workplace. Chris is an active researcher, having recently published journal articles on a range of current management issues such as cross-cultural business ethics and generational cohorts in non-western countries. He has also presented papers on his research at conferences in Asia, Australia (won award for best paper in the stream of corporate governance and ethics at the 2005 ANZAM Conference), Europe and the United States. In line with his teaching interests, much of his current research includes a cross-cultural and comparative management dimension. Chris began his career as a civil engineering draftsman, but found administration and management more to his taste. He has subsequently acquired more than twenty year’s experience as a manager in the private and public sectors, and has worked in Australia, Papua New Guinea and the United Kingdom. He has also undertaken numerous consulting projects in Australia and the Asia-Pacific region, mainly in the area of HRM and management development training. These projects have involved working with organisations in the public, private and not for profit sectors, including the Western Australian Public Service, the Australian Public Service, the Singapore Armed Forces, the Australian Centre for Natural Gas Management, CBH Group, Braemar Presbyterian Homes, and the Fiji Employers Federation. Chris has also addressed professional audiences in Australia, Singapore and the Philippines. He is a member of the Academy of International Business, the Australia and New Zealand International Business Academy, the Australian and New Zealand Academy of Management, the Australian Institute of Management, and the Australian Institute of Professional Facilitators. His industry qualifications include workplace trainer and workplace assessor accreditation.
<table>
<thead>
<tr>
<th>Tutor</th>
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<tbody>
<tr>
<td><strong>Name:</strong></td>
<td>Tony Esteban</td>
</tr>
<tr>
<td><strong>Email:</strong></td>
<td><a href="mailto:tony.esteban@uwamanila.com">tony.esteban@uwamanila.com</a></td>
</tr>
<tr>
<td><strong>Phone:</strong></td>
<td>63-917-836-8669</td>
</tr>
<tr>
<td><strong>Consultation hours:</strong></td>
<td>TBC</td>
</tr>
<tr>
<td><strong>Lecture times:</strong></td>
<td>As required</td>
</tr>
<tr>
<td><strong>Lecture venue:</strong></td>
<td>Ground Floor, Makati Stock Exchange Building</td>
</tr>
</tbody>
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**TEXTBOOK(S) AND RESOURCES**

**Unit website**

http://www.webct.uwa.edu.au

**Recommended/required text(s)**


**Software requirements**

Microsoft Office

Other software, for example statistical packages may be necessary depending on the project.

**Additional resources and reading material**

Nil
## UNIT SCHEDULE

<table>
<thead>
<tr>
<th>Week #</th>
<th>Date</th>
<th>Seminar</th>
<th>Topic</th>
<th>Independent activity (e.g. readings)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>w/c 12 Sep</td>
<td></td>
<td></td>
<td>Develop ideas about the project in dot point</td>
</tr>
<tr>
<td>2</td>
<td>w/c 19 Sep</td>
<td>21 Sep 6pm – 9pm</td>
<td>Discussion of project idea</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>w/c 26 Sep</td>
<td></td>
<td></td>
<td>Recommend meet with tutor</td>
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<tr>
<td>4</td>
<td>w/c 3 Oct</td>
<td></td>
<td></td>
<td>Assignment: Submit Project Proposal by 5 October</td>
</tr>
<tr>
<td>5</td>
<td>w/c 10 Oct</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>6</td>
<td>w/c 17 Oct</td>
<td>22 Oct 9am – 6pm</td>
<td>Progress review and discussion</td>
<td></td>
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<tr>
<td>7</td>
<td>w/c 24 Oct</td>
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<td></td>
<td>Recommend meet with tutor</td>
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<tr>
<td>8</td>
<td>w/c 31 Oct</td>
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<tr>
<td>9</td>
<td>w/c 7 Nov</td>
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<td>Recommend meet with tutor</td>
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<tr>
<td>10</td>
<td>w/c 14 Nov</td>
<td></td>
<td></td>
<td>Assignment: Submit Project Report by 28 November</td>
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## ASSESSMENT MECHANISM

**The purpose of assessment**

There are a number of reasons for having assessable tasks as part of an academic program. The assessable tasks are designed to encourage you to explore and understand the subject more fully. The fact that we grade your work provides you an indication of how much you have achieved. Providing feedback on your work also serves as part of the learning process.
Assessment mechanism summary

<table>
<thead>
<tr>
<th>Component</th>
<th>Weight</th>
<th>Due date</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Proposal</td>
<td>20%</td>
<td>5 October</td>
<td></td>
</tr>
<tr>
<td>Project Report</td>
<td>70%</td>
<td>28 November</td>
<td></td>
</tr>
<tr>
<td>Preparation and self-organisation</td>
<td>10%</td>
<td>Ongoing</td>
<td>The grade for this component will be jointly determined by the lecturer and the tutor</td>
</tr>
</tbody>
</table>

Note 1: Results may be subject to scaling and standardisation under faculty policy and are not necessarily the sum of the component parts.

Note 2: Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning outcomes as required for accreditation and audit purposes. The findings may be used to inform changes aimed at improving the quality of Business School programs. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the unit.

Assessment components

Proposal Outline

While this is not a formal assessment component it is a good way of setting out your initial thoughts. An outline consists of one or two pages about your proposed project in dot point format.

For a case study you should include information about the organisation you plan to study, the specific issue or decision you will examine, and information about the proposed research procedure.

For an empirical study you should include information about the specific issue you will examine, the sample you intend to use, the research proposition or hypotheses, data collection methodology, and the proposed analytic technique to be employed.

You should also explain why you think the case or issue is worth studying, setting out the relevance to managers generally, and your personal learning objectives.
**Project Proposal (20%)**

The next step in the research process is to submit a detailed proposal for approval. This is an important step, because a well-researched and clearly articulated proposal is the basis of a successful research project.

The proposal should not exceed 1,500 words, and should include the following elements:

**Case Study**

(i) Title page

(ii) Summary of the proposal

(iii) Primary focus of the case – includes background to the decision, issue or controversy under investigation and a brief review of the academic literature

(iv) Further details of the case study to be undertaken including:
- an introduction to the organisation.
- details of the person or group playing a central role in the case study
- correspondence from the management of the organisation indicating their willingness to support the case process.

(v) A careful description of the proposed research procedure, stating
- exactly what must be done
- how it will be done (desk research, company interviews, field research, documentation analysis
- what data or information will be needed
- How the data will be analysed
- any other resources that will be needed

(vi) A preliminary bibliography
- This bibliography should list key books, journal articles, reports and other literature which have been, and/or will be consulted. Additionally, anticipated interviews and company visits should be listed.

(vii) A timeframe for completion of each section of the study.

**Empirical Study**

(i) Title page

(ii) Summary of the proposal

(iii) Area of study – includes background to the issue under investigation

(iv) Brief review of the academic literature

(v) Further detail of the problem statement and hypotheses/propositions, including:
• The significance of the problem in relation to the business or industry and the academic discipline, stressing why the specified problem is worth investigating.

• Where appropriate, a statement of the major and minor hypotheses or propositions. A good hypothesis clearly establishes, and gives direction to, the data gathering processes. It has several basic characteristics; it should be reasonable; it should be consistent with facts or theories; it should be stated so that it can be tested and found to be probably true or probably false; and, it should be stated in the simplest possible terms. An hypothesis is a tentative answer to a question. It might be called an educated guess to be verified or disproved through the gathering of data and the logical analysis of relationships between data. The hypotheses should be formulated before data are gathered.

• Any relevant definitions, assumptions and limitations, including definitions of any unusual terms that could be misinterpreted. The statement of assumptions and limitations will help to reduce the danger of over-generalisation.

• Some possible conclusions and recommendations.

(vi) A description of the proposed research process, stating
• How the collection of data will be done (desk research, company interviews, field research, opinion surveys)
• How the data will be analysed
• Justification for the use of those methods.

(vii) A preliminary bibliography
• This bibliography should list key books, journal articles, reports and other literature which have been, and/or will be consulted. If the report is to be based on a number of interviews, these should also be listed.

(viii) A timeframe for completion of each section of the study.

1,500 words (excluding appendices)

Project Report (70%)
The purpose of a research unit is to further advance your understanding of management, achieved through investigation and analysis focused on a particular organisation or issue. To complete the unit successfully, you need to read extensively within the chosen subject area.

You are required to obtain written permission from the management of the organisation or organisations involved. It is important that you emphasise the need for access to relevant documentation and the requirement for interviews with key personnel when obtaining this permission where appropriate. Questionnaires, proposed surveys and interview schedules (questions) must be approved by your supervisor prior to mailing or being conducted. This stipulation is made largely in your own interest as it ensures that the questionnaire design is sound and will elicit the required information. Your supervisor must approve any covering letter and you must also ensure that the addressees are informed of the purposes of the research and how their information will be used.
Report Format & Presentation

Your report will generally follow a similar structure to your proposal, but will provide information rather than explain intentions or pose questions. Your supervisor will give you additional advice on report structure once your proposal has been approved. You are advised to consider the following factors when preparing your report for submission.

(i) Length
The final report should be 7,000 to 10,000 words long. While length will not be the major assessment criterion, reports lacking in substance or full of repetition and padding will be graded down.

(ii) Presentation
The report should be printed single sided with the main body of the text in 12 point Times New Roman font, be one and a half line spaced except for quotations of two lines or more, have margins of at least 2.5cm on either side and at the top and bottom of each page, and have all pages, including full page exhibits and appendices, numbered.

(iii) Readability
It is important that your report is well set out and easy to read. The readability of your report is determined by a wide variety of elements. You should therefore write in a clear, formal style with a well-chosen vocabulary and use carefully constructed sentences. Remember that the following elements are important in making the message both easy to read and appealing to the eye:

- Appropriate use of headings and sub-headings to guide the reader
- Sentence structure and length of sentences
- Paragraph structure and length of paragraphs
- Use of links between paragraphs
- Numbering and titles of exhibits; and
- Integration of exhibits into the text

The excessive use of footnotes and appendices is discouraged. Material of importance should be incorporated in the text. Generally, the use of references is only relevant to the theoretical overview section of a case study, although some footnotes, exhibits and acknowledgements may appear in the case itself. All referencing must conform to the requirements of the Harvard Referencing system.

7,000 to 10,000 words (excluding appendices)

Preparation and self-organisation (10%)
Students will be awarded marks based on their capacity to organise their planning and execution of the project, and their preparation for meetings and other communication with the lecturer and tutor.

Submission of assignments

Assignments must be sent to the instructor via email in MSWord or PDF by the due date. You must include the appropriate cover sheet (available from the UWA Business School website).
Charter of Student Rights and Responsibilities


Appeals against academic assessment

The University provides the opportunity for students to lodge an appeal against assessment results and/or progress status (refer http://www.secretariat.uwa.edu.au/home/policies/appeals).