



UNIVERSITI
MALAYSIA
KELANTAN



GUIDELINES FOR PREPARATION AND SUBMISSION OF MASTER CASE STUDY REPORT

FIRST EDITION

Malaysian Graduate School of Entrepreneurship and Business



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**GUIDELINES FOR PREPARATION AND SUBMISSION OF MASTER CASE
STUDY REPORT**

FIRST EDITION

**MALAYSIAN GRADUATE SCHOOL OF ENTREPRENEURSHIP AND BUSINESS
(MGSEB)**

2023



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PREAMBLE

This document is about the guidelines for the preparation and submission of a case study report. The provided document outlines essential guidelines for effectively preparing and submitting a case study report. The first section elaborates on the guidelines and covers various aspects ranging from the report's format, language, font spacing, print margins, footnotes, paragraphs, pagination, appendices, color, quality & size of paper, symbols of characters, floats, captions, citation, binding, and typography to pagination, citation, and presentation.

The following section discusses content to help MBA students write and prepare case studies. It includes mainly introduction, guidelines, title, executive summary, introduction and background of the case, company profile, issues, challenges and objectives, alternatives solutions/options, observation/ recommendations on effective solutions/ action plan, writing skills, presentation skills, case approach, references, and appendix part.

Through these various sections, the case study offers a holistic exploration of a complex business scenario, guiding authors from understanding the context to formulating practical recommendations. It equips professionals, students, and decision-makers with valuable insights into real-world business challenges and problem-solving strategies.

By adhering to these comprehensive guidelines, MBA students can produce well-structured and professional case study reports that effectively convey their research and findings while maintaining a polished appearance. Each student is responsible for ensuring that their case study conforms to the guidelines set out below. Failure to do so will result in the rejection of the case study. For detailed information or clarification, please refer to the full document of guidelines for preparing and submitting the case study report.

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1.0 FORMAT OF CASE STUDY

1.1 Language

The language used in writing the case study must be **English**.

1.2 Font

Candidates must only use **12 pt Times New Roman** font except where otherwise indicated when preparing their case study.

1.3 Spacing

- a) The spacing of 1.5 is for general text throughout the case study.
- b) Double spacing between floats and paragraphs.
- c) Single-spacing for explanatory footnotes, long quotations, appendices, long headings or subheadings and captions of tables and figures.

1.4 Print

- a) The case study must be printed on one side of the page.
- b) The candidates shall submit a case study printed using laser printer.
- c) The use of colours in the case study is advisable.

1.5 Margins

- a) The top and bottom margins of all pages must be 2.5cm wide. The right-hand margin must be not justified, and the left-margin must be 3.5cm wide.
- b) All tables and figures must appear inside the defined margins.

1.6 Footnotes & Header

Footnotes and header must be written single-spaced and in **8 pt Times New Roman** font.

Header

2.5cm

1.25cm

A4 Paper

3.5cm

2.5cm

Text

1.25cm

Footer

2.5cm

1.7 Paragraphs

- a) Any paragraph must have **at least two (2)** full lines in a page. Otherwise begin on the next page.
- b) Paragraphs must be indented with **not more than one (1)** tab-key spacing.
- c) Double line spacing is required between paragraphs and headings, between paragraphs and captions and between paragraphs and floats, but not required between paragraphs.
- d) Paragraphs must be aligned and left-justified.

1.8 Pagination

- a) Pagination using Arabic numerals begin from the first page of Chapter One.
- b) Pages must be numbered consecutively throughout the case study, including pages of figures, tables, and appendices.
- c) Page numbers must be centred at the bottom of the page.
- d) Page numbers must be in Times New Roman font. They should NOT be in italic or **bold** font. They must also appear by themselves and are not to be enclosed in parentheses, hyphens, or any other decorative fonts.
- e) Pages preceding Chapter 1 must carry page numbers in roman numerals.
- f) The title page (inside cover) must NOT be numbered.
- g) Page number must be printed at least 1.25cm from the bottom margin of the page (in the footer session).

1.9 Appendices

- a) Appendices are identified separately using capital letters (A, B, C, etc.) and **MUST** be written as, for example, Appendix A.
- b) All pages in the appendices including those with diagrams, tables, images, etc. must have a page number.

1.10 Colour, Quality & Size of paper

- a) Only 80g white, A4 size Paper (210mm x 297mm) be used for printing.

- b) If paper of larger size is used (for schematics, drawings, etc.), they must be folded into A4 size.

1.11 Symbols or Characters

- a) The existing symbols within most word processors should be used to insert a symbol or character. Do not attempt to convert normal font to italic for symbols.
- b) It is advisable that candidates avoid using uncommon symbols or characters.

1.12 Floats

- a) Floats in a case study document refer to any portion of the case study that does not resemble any form of normal text. They float during all the text present in a case study document.
- b) Formulas, data, images, drawings, algorithms, flowcharts, schematics, and program codes are all examples of floats.
- c) There are **ONLY three (3)** categories of floats: formulas must be stated as **equations**, data must be presented in **tables** and everything else must be inserted as **figures**.
- d) **ALL** floats in a case study document **MUST** have a caption. Tables and figures **MUST** be referred or cited within the text.
- e) Images must be presented in high resolution.
- f) All equations must be left justified and must NOT end with punctuation.
- g) Tables must be centred and constructed with horizontal and vertical lines only. Text entry into tables must use suitable font, size, and alignment.
- h) Candidates are advised to place floats close to the portion of the case study citing the float.
- i) Examples of floats can be found in **Appendix B**.

1.13 Captions

- a) The captions for various floats in a case study document **MUST** be formatted using guidelines presented in the following table.

ITEM	CAPTION LOCATION	TYPESETTING	EXAMPLE
Figure	Centred, Bottom	Figure Chapter.Number:	Figure 2.1:
Table	Centred, Top	Table Chapter.Number:	Table 4.4:
Equation	Extreme Right	(Chapter.Number)	(3.2)

- b) Double spacing is used between floats and paragraphs.
- c) Times New Roman font 12 pt is used in all captions.
- d) Equations that span over than two lines should not have captions for each line. Instead, a single caption should be placed at the extreme right at the last line of the equation, even if it appears on another page. An example on captions can be found in **Appendix B**.

1.14 Citation

- a) Where applicable, the following guidelines must be used.

ITEM	CAPTION LOCATION	TYPESETTING	EXAMPLE
Figure	Chapter.Number	Figure. Chapter.Number	Figure 2.1
Table	Chapter.Number	Table Chapter.Number	Table 4.4
Equation	Chapter.Number	Equation (Chapter.Number)	Equation (5.3)
Heading	Number.Section.Subsection	Heading Number.Section.Subsection	Chapter 4, Section 4.5.3
Reference	APA Style	(Author, Year)	(Thomas, et. al.,2006)

- b) A 12 pt Times New Roman font is used in all citations.
- c) The first alphabet in a citation is always in capital letters.
- d) Example of citations can be found in **Appendix C**.
- e) For the main text, headings and sub-headings must be numbered appropriately.
- f) Chapters must be numbered without any decimals.
- g) Headings within chapters must be numbered according to the format Chapter. Headings and sub-headings with a decimal indicating the depth level.

- h) A depth level of **not more than three (3)** is recommended (2 decimals).
- i) Headings must be in **bold** and using 12 pt Times New Roman font.

1.15 References

List of references **MUST** fulfil the American Psychological Association (APA) Format as in **Appendix C**. This section can read together with Guideline For The Preparation Of Research Report For Graduate Studies by Centre For Postgraduate Studies (CPS).

1.16 Binding

- a) For the master's programme, the hard cover must be in **MAROON**.
- b) The title of the case study, name of candidate, the degree, and the year for which the case study is submitted must be printed in **GOLD** and **CAPITAL LETTERS** on the hard cover using Times New Roman. (**Appendix D**).
- c) The full title of the case study must be in **bold**.
- d) The particulars as per (b) should also be printed on the spine of the bound case study using 10pt Times New Roman with the name of the candidate in bold (written from the head to the foot of the spine) if the case study is thick enough (**Appendix E**).
- e) Nothing must appear on the back of the hard cover of the case study.
- f) The material for the cover is the **buckram**.

1.17 Title Page

The Case Study Report **MUST** insert one title page as in **Appendix F**.

1.18 Case Study Declaration

The case study declaration form must be filled in and insert after the cover page (**Appendix G**).

2.0 CONTENT OF CASE STUDY REPORT

Your case study write-up should be divided into nine main sections, excluding the title page and appendices. However, it is very clearly stated that no capitalization scheme is required. The authors only need to ensure all the main sections are rigorously addressed. The content of the case study report should follow the following outlines:

2.1 Title

The case title must reflect the critical issues investigated and presented in the case. The word limit should not be more than 12 words.

2.2 Acknowledgements

The acknowledgements enable you to thank all those who have helped you in your case study research. Careful thought needs to be given concerning those whose help should be acknowledged and in what capacity. The general advice is to express your appreciation concisely and to avoid strong emotive language. The acknowledgements section should be included at the beginning of your case study, directly after the title page, and before the executive summary. The acknowledgements limit in one page.

2.3 Executive Summary

The Executive Summary is a snapshot of the overall case study. This section must highlight the objectives addressed in the case and how the problem is identified, and how effective solutions are provided. The word limit should be 300 only.

2.4 Introduction and Background of the Case Study

This section provides a broad overview and background information about the case problem to educate the reader and audience. The background section also highlights the data and information on the have on protagonist or subject matter under consideration.

2.5 Company Profile

This section provides information about the protagonist or main character, e.g., the company under the subject matter in the case.

2.6 Issues and Challenges

This section provides a spotlight on the main case issues and challenges.

2.7 Objectives

After a detailed discussion of the case problem and issues, key objectives must be highlighted and briefly elaborated. Objectives provide the road map for the case and how it can meet using various case approaches.

2.8 Case Study Approach

Students are required to explain the approach undertaken to develop the case study project. For example, the use of interview schedules, questionnaires, analysis of company reports etc.

2.9 Alternatives Solutions/Options

This section provides relevant solutions to the problem and issues identified in the previous section. The solution provided must be aligned with the goals and objectives of the case.

2.10 Observation/ Recommendation on Effective Solutions/ Action Plan

This section provides key recommendations based on the case findings and outcomes. The action plan must be highlighted with clear milestones vital for the case to be practically implemented.

2.11 Conclusion

This section concludes your case. The overall closing remarks are based on your case introduction, background, challenges and objectives, alternative solutions, recommendations on effective solutions and action plan. (Include in guidelines).

2.12 References

List all references used to conduct the case study. Write-up of the references must follow APA format.

2.12 Appendices

Append all relevant appendices to support the case study project. This may include an interview schedule or questionnaire, company's chart, company's financial report, analysis of data and other information.

3.0 WRITING SKILLS

Writing Skills are integral for a case evaluation. Academic writing is essential for case writing. The quality of content must be improved using good academic writing skills.

4.0 PRESENTATION SKILLS

The case presentation is also considered one of the essential criteria to enhance the quality of the case alongside its writing style and content quality. All these components add value to the overall case study project.

5.0 CASE STUDY APPROACH

This section provides which approach is being used for data collection, data sources, and the nature of the methods applied. All this essential information must be provided under the case approach.

6.0 REFERENCES

The American Psychological Association (APA) must be used for case citation and references style. Please read the APA 7th Guide or any latest version for a detailed understanding and information on this style. The section provides details of references used in the case.

7.0 APPENDICES

This section provides details of all necessary information used in the case. E.g., figures and tables of financial information of the company and other related details.

8.0 WORD LIMIT

The case word limit should be 10,000 to 15,000, including all preliminary sections of the case.

9.0 ASSESSMENT CRITERIA

Case study projects will be assessed by the supervisor and examiner. There will be 60% marks from the supervisor and 40% marks from the examiner. Supervisor will be given (3) three rubric components which are:

1. Case Study Report (30%)
2. Presentation (10%)
3. Student Commitment & Effort (20%)

Examiner will be given (2) two rubric components to evaluate the case study project. The components are:

1. Case Study Report (30%)
2. Presentation (10%)

CRITERIA	SUPERVISOR (60%)	EXAMINER (40%)	TOTAL MARKS (%)
Case Study Report (30%)	30	30	60
Presentation (10%)	10	10	20
Student Commitment & Efforts (20%)	20	-	20
Total	60	40	100

Table 1: Assessment Criteria and Weightage

The rubric of assessment is depicted in **Appendix A**

10.0 CASE STUDY REPORT SUBMISSION

One (1) soft copy of the Case Study Report (in PDF form) must be submitted by the candidate to MGSEB for format checking.

After the format of a Research Report being agreed upon by MGSEB, a candidate must:

- a) submit five (5) copies of soft-bound Case Study Report and one (1) soft copy (in PDF form) or as specified by the MGSEB from time to time for examination; and
- b) submit four (4) hard-bound copies and four (4) digital copies (CD) of Case Study Report as shown in Figure 1 to MGSEB for final submission.
- c) The digital copy must contain seven (7) sub-items, that is UMK logo (vertical), case study title, name of candidate, matric number, degree name, name of academic entity, and year of submission of the final Case Study Report. All this information must be written in capital letters using the black Times New Roman with font size 12.



Figure 1: Digital copies of case study

11.0 GENERAL STATEMENT

11.1 Application

This Guideline shall be applicable and take immediate effect from the date of the approval of the University's Senate and be subject to amendments from time to time.

Hereby, all the Guidelines for Preparation of Case Study Report used thus far are repealed.

11.2 Disclaimer

The accuracy and currency of the information presented herein was correct at the date of publication. However, the Senate reserves the right to make, repeal or amend any part, sentence, phrase, and/or word in this Guideline in accordance with the presently enforced Academic Regulations for Graduate Studies and Guidelines for Preparation and Submission of Graduate Thesis 3rd Edition, Centre for Postgraduate Studies. Any change, repeal, and/or amendment to this Guideline

must be informed to the respective candidate before the commencement of the new academic session.

Notwithstanding anything that is stated in this Guideline, the Senate has the right to exempt the application of or any provision in this Guideline to any Graduate Study Programme of the University.

Should any provision or statement in this Guideline contradict with any academic policies or regulations of the authorised body, the latter shall prevail over the first.

REFERENCES

Malaysia Qualifications Agency (MQA) (2021). Standards: Master's and Doctoral Degree, Second Edition.

Publication Manual of the American Psychological Association, Seventh Edition.

University Malaysia Kelantan: Guidelines for Preparation and Submission of Graduate Thesis 3rd Edition, Centre for Postgraduate Studies

APPENDIX A

REPORT EVALUATION FORM (SUPERVISOR)							
SEMESTER: _____							
NAME:							
MATRIC NO:							
TITLE OF CASE STUDY:							
FIELD OF STUDY:							
	Traits / Characteristics	Performance Levels (30%)				FULL MARK	SCORE
		POOR(1-3)	FAIR(4-5)	GOOD (6-7)	EXCELLENT (8-10)		
1	Identification of issues	Does not address the issues or addresses them inappropriately	Addresses few issues and some major ones are omitted	Addresses most of the major issues and some ones are omitted	Addresses all the major and minor issues		
2	Presentation of case facts	Does not present the facts very clear	Present few facts but major facts pertinent to the case are omitted	Present most of the important facts but some minor facts are omitted	Presents all the facts comprehensively		
3	Presentation of quality data	Data presented insufficient to analyze the case	Some data is presented but inadequate	Good quality data is presented and yet inadequate to analyze the case	Very good quality data which is complete		
4	Identification of alternate options	Does not identify alternate options to address the issues or identifies inappropriate options	Identifies few alternate feasible options	Identifies most of the alternate feasible options	\		
5	Identification of criteria to choose an option	Does not present a coherent set of criteria that are tied to the context of the case	Present and discusses a coherent set of few criteria. Some relevant criteria are missing	Present and discusses a coherent set of criteria	Presents and discusses thoroughly a coherent set of criteria		
6	Evaluation of options- qualitative /quantitative	Does not evaluate correctly evaluation is not in line with the facts of the case and criteria	Evaluation adequately some are not in line with the facts of the case and criteria	Evaluation correctly and is in line with the criteria and the facts of the case	Evaluates correctly and is in line with the criteria and the facts of the case, uses the data creatively to uncover information		
7	Selection of option based on evaluation	Selects in a way does not establish link between evaluation and option selected	Selects in a way that shows adequate link between analysis and the option selected	Selects in a way that shows a good link between analysis and the option selected	Selects in a way that shows a strong link between analysis and the option selected		
8	Writing style	The style is sloppy and is difficult to read because of the sentence structures and grammatical errors	The style is adequate, there are errors in many places	The style is smooth ,easy to read and grammatically correct in most of the places there are some errors	The style is smooth , easy to read and grammatically correct		
Total							

Name of Examiner/Supervisor: _____

PRESENTATION EVALUATION FORM (SUPERVISOR)

SEMESTER: _____

NAME:					
MATRIC NO:					
TITLE OF CASE STUDY:					
FIELD OF STUDY:					
	Aspect	Performance Levels (10%)			
		GOOD PRESENTATION	FAIR PRESENTATION	POOR PRESENTATION	SCORE
1	Introduction	Contains a complete and well- organized overview statement.	Contains a complete but somewhat disorganized overview statement.	Provides no overview statement or statement is so short as to be useless.	
2	Organization	Well organized, moving from general topics to specific details; provides a good explanation of the work.	Somewhat disorganized and provides too much detail without giving a good explanation of the work.	Disorganized and deals completely with details without providing a broad explanation of the work.	
3	Findings	Student has made significant finding that are evidence- base, accurate, and clearly expressed.	Student has made few significant findings or finding are inconclusive.	Student has made no significant findings and has not met objectives.	
4	Speaking Skills	Uses presentation resources as a guide,	Relies heavily on presentation to	Essentially reads the material from	
5	Visual Aids	Contains visual aids that help audience	Contains few or inadequate visual	Contains no visual aids or visual aids	
6	Questions and Answers	Answers questions clearly and accurately.	Answers only some of the questions well.	Answers none of the answer questions well.	
TOTAL POINTS:					
FINAL MARK					

Name of Examiner/Supervisor: _____

STUDENT COMMITMENT & EFFORT EVALUATION (SUPERVISOR)
SEMESTER: _____

NAME:						
MATRIC NO:						
TITLE OF CASE STUDY:						
FIELD OF STUDY:						
NO.	CRITERIA	POOR (1 MARK)	FAIR (2 MARKS)	GOOD (3 MARKS)	EXCELLENT (4 MARKS)	SCORE
1	Determination	Is not determined and does not put in any effort in completing the case report	Is determined but puts in little effort in completing the research report	Is determined and puts in reasonable effort in completing the research report	Is very determined and puts in maximum effort in completing the research report	
2	Commitment	Is not committed and does not aim to complete on time and/ or according to the requirements	Is committed but makes little effort to complete according to the requirements	Is committed and makes reasonable effort in fulfilling some of the requirements	Is very committed and makes very good effort in fulfilling all the requirements, without fail.	
3	Frequency in meeting supervisor	Has not met the supervisor at all.	Has met the supervisor but less than five times.	Has met the supervisor for at least five times.	Has met the supervisor for more than five times.	
4	Take corrective measures according to supervisor's advice	Has not taken any corrective action according to supervisor's advice.	Has taken some corrective actions but not according to supervisor's advice, or with many mistakes.	Has taken some corrective actions and most are according to supervisor's advice, with some mistakes.	Has taken corrective actions all according to supervisor's advice with few mistakes.	
5	Initiative	Does not make any initiative to do the research.	Make the initiative to work but requires consistent monitoring.	Make the initiative to do the research with minimal monitoring required.	Makes very good initiative to do the research with very little monitoring required.	
TOTAL MARK						

Name of Supervisor: _____

APPENDIX B

EXAMPLE & CAPTIONS FOR FLOATS

Figure



Figure 2.1: Pumpkin Pie

Table

Table 5.2: the color codes and connectivity of a 4-phase bipolar 8-wire stepper motor.

Red	Red White	Black White	Black	Yellow	Yellow Green	Green White	Green
A	B	C	D	E	F	G	H
B	Connected		A'	B	Connected		B'

Equation

$$(x + a)^n = \sum_{k=0}^n \binom{n}{k} x^k a^{n-k}$$

APPENDIX C

CITATION OF REFERENCING & HEADINGS

<i>Source</i>	<i>Citation in Text</i>		<i>Citation in Bracket</i>	
	<i>First Citation</i>	<i>Subsequent Citation</i>	<i>First Citation</i>	<i>Subsequent Citation</i>
One author	Roslien (2022)	Roslien (2022)	(Roslien, 2022)	(Roslien, 2022)
Two authors	Walker and Allen (2020)	Walker and Allen (2020)	(Walker & Allen, 2020)	(Walker & Allen, 2020)
Three authors	Bradley, Ramirez, and Soo (1999)	<i>Bradley et al.</i> (1999)	(Bradley, Ramirez, & Soo, 1999)	(Bradley et al., 1999)
Four authors	Bradley, Ramirez, Soo, and Walsh (2006)	<i>Bradley et al.</i> (2006)	(Bradley, Ramirez, Soo, & Walsh, 2006)	(Bradley et al., 2006)
Five authors	Walker, Allen, Bradley, Ramirez, and Soo (2008)	<i>Walker et al.</i> (2008)	(Walker, Allen, Bradley, Ramirez, & Soo, 2008)	(Walker et al., 2008)
Six or more authors	Wasserstein et al (2005)	<i>Wasserstein et al.</i> (2005)	(Wasserstein et al., 2005)	(Wasserstein et al., 2005)
Organization (easily identified by the initials) as the author	Universiti Malaysia Kelantan (UMK, 2022)	<i>UMK</i> (2022)	(Universiti Malaysia Kelantan [UMK], 2022)	(UMK, 2022)
Organization (No abbreviation) as the author	(Pittsburgh University 2005)	(Pittsburgh University 2005)	(Pittsburgh University, 2005)	(Pittsburgh University, 2005)

(1) Direct Quotation

A direct quotation from the original source of reference must furnish author's name, year and page as well as a quote or justification (depending on the length of words).

a) A quotation of less than one sentence in the text. For example:

According to Maria (2022, p. 11), the advancement of career depends on the candidate's attitude in two different phases, "during pre-employment and employment".

b) Quoting a complete sentence in the text. For example:

This concept is explained by Maria (2022) in which advancement of career is attributed to "attitudes of employees in two different phases, that is during pre-employment and employment period". (p. 11), or

Some authors explain the advancement of career as an improvement in "attitudes of employees in two different phases, that is during pre-employment and employment period". (Maria, 2022, p. 11).

c) A longer quotation in the text must be left-justified or both-side justification without the quotes. An example of a left-justified quotation is as follows:

The typical educational reform movements in Malaysia have almost exclusively been initiated by the Minister of Education and then pass on down through the ranks. Teachers in school are seen as implementers of the reform without any contributions upward to shape or decide on reform initiatives. (Halliger, 2011, p. 14).

(2) Indirect Quotation

An idea extracted from the original source of reference, but it is not directly quoted must furnish author's name and year without any quote.

a) An indirect quotation from one source. For example:

Hedri (2022) and argues that a successful technical innovation requires a full commitment from the owner of a business.

Or,

A successful technical innovation requires a full commitment from the owner of a business (Hedri, 2022).

- b) An indirect quotation coming from more than one source must be sequentially cited the year starting from the latest source and isolated by semi-colon, if a citation is made in the bracket. An example of in-text citation:

Hedri (2022), Maira (2019), and Rocky & Adam (2017) argue that a successful technical innovation requires a full commitment and sufficient investment from the owner of a business.

Or an in-bracket citation,

A successful technical innovation requires a full commitment and sufficient investment from the owner of a business (Hedri, 2022; Maira, 2019; Rocky and Adam, 2017).

Reference must be written in capital letter REFERENCES on the top-centre of a new page and fully listed all reference materials on a new page at the back of a Research Report.

The list of references must be organised in alphabetical order, and the entries should not have any numbers attached to them.

Each reference must be itself should be formatted with a single space before and after it. A double space must be placed between each reference, and

The following are examples of reference styles defined by authorship.

- (1) One Author

Surname or the last name or family's name is written first and followed by the first letters of the author's first name.

For example:

- a) Al-Attas, S.M.N (1980). The concept of education In Islam. Kuala Lumpur: ABIM.

(2) Two Authors

Surname is written first and followed by the first letters of the author's first name. Use the symbol "&", and not "and".

For examples:

- a) Creme, P. & Lea, M. R. (2003). Writing at University. 2nd ed. Maiden: Open University Press; and
- b) Wegener, D.T. & Perry, R.E. (1994). Mood management across affective states. The hedonic contingency hypothesis. Journal of Personality & Social Psychology, 66, 1034-1048.

(3) Three to Six Authors

The surname is written first and followed by the first letters of the author's first name; comma in each of the author's name and the last name of the author use the symbol "&" and not "and".

For example:

- a) Kernis, M.H., Cornell, D.P., Sun, C.R., Berry, A., White, A., Ganster, D.C & Harlow, T. (1993). There's more to self-esteem than whether it is high or low: The importance of stability of self-esteem. Journal of Personality and Social Psychology, 65, 1190-1204.

(4) More than five

Insert the list of names of the first six authors followed by "et al.,". No dots after "et".

For example:

- a) Harris, M., Keraper, E., Stacks, G., Hoffman, D., DeNiro, R., Cruz, P., et al (2001). Writing labs and the Hollywood connection. *Journal of Film and Writing*, 44(3), 213-245.

(5) Malay Author

Write the name and surname of the author and leave out “bin” or “binti”.

For example:

- a) Asma Binti Amir is written as Asma Amir. (2022). *Kepandaian rebana ubi*. Kuala Lumpur, Malaysia: Penerbit Dewan Pustaka.

(6) Chinese Author

Write surname first and followed by the first letter of the following name of the author.

For example:

Chu Chen Neng is written as Chu, C.N. (2008) and followed by reference information as usual.

If a Chinese author has English name, the surname is written first and followed by the first letter of the following name.

For example:

Vincent Foo Hiap Khian is written as Foo, V.H.K (1983) and furnished by reference information.

(7) Indian and Sikh Author

Generally, leave out d/o, s/o, a/l, a/p.

For example, Narrayani a/p Jeganathan is written as Narrayani Jeganathan.

(8) Inherited Name

The inherited name is used. For example, Raja Ahmad Abdullah is written as Raja Ahmad Abdullah.

(9) Bestowed Title

Leave out the titles like Datuk / Tan / Sri / Tun / Prof / Dr / Hajj.

For example, Tun Teja Binti Abdullah is written as Teja Abdullah.

(10) Agency, Association or Institution as Author

Use the official full name. For example:

- a) Kelantan, Jabatan Alam Sekitar.
- b) Kementerian Pengajian Tinggi Pelajaran Malaysia.

(11) Corporation as Author

Use the official full name. For example:

- a) Yayasan Tok Kenali.
- b) Bank Nasional Finance.

(12) Organization as Author

Use the official full name. For example: American Psychology Association.

(13) Unknown Author

Use the title of the article to replace the author's name. For example:

- a) Developing a teamwork. (2006).
- b) Merriam-Webster's collegiate dictionary (1Xth ed.).(2022).
Springfield, MA: Merriam- Webster.

Figure 7 shows the reference format.

REFERENCES	
(Bold, centre)	} Double spacing (1x enter)
Achterbeg, J. (1985). Imagery in Healing. Shambhala Publications.	
Baider, L., Uziely, B., & Kaplan De-Nour, A. (1994). Progressive muscle relaxation and guided imagery in cancer patients. <i>General Hospital Psychiatry</i> , 16(5), 340-347. https://doi.org/10.1016/0163-8343(94)90021-3 .	
Lange, S. (1982, August 23-27). A realistic look at guided fantasy [Paper presentation]. American Psychological Association 90th Annual Convention, Washington. DC.	

Table 7: The reference formats.

Kindly refer to the latest American Psychological Association (APA) style for citation and reference guides.

2.3 Supplementary Component

This component contains the list of publications and papers which has been presented in any intellectual discourse and appendices. Its page number must be in Arabic numerals (1, 2, 3, and so on) which is a continuation from the Body Text.

2.3.1 List of Publications and Presented Papers

All works published or papers presented at conferences, seminars, symposiums, and the like pertaining to Research Report are encouraged to be incorporated in this section. Suffice to incorporate the first page or a few pages of the works showing the name of the author, title of work, name of publisher or publication and year of publication.

APPENDIX D

BINDING OUTSIDE COVER
(border included only for illustration purpose)

FULL TITLE (font 18)

FULL NAME (font 16)

MASTER OF BUSINESS ADMINISTRATION (font 14)

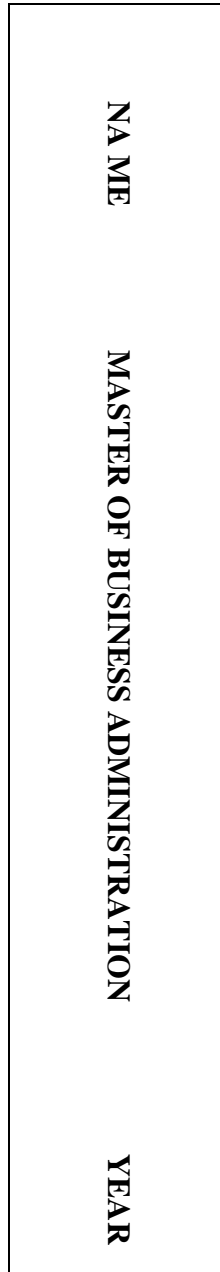
YEAR (font 14)

FONT-Normal, centralized, **GOLD**, BLOCK LETTERS, Times New Roman

APPENDIX E

BINDING SPINE

(border included only for illustration purposes)



FONT-Normal, centralized, **GOLD**, BLOCK LETTERS, Times New Roman
(Font size adjust according to thickness of spine for clarity. Title omitted if length too long
or spine too thin)

APPENDIX F



UNIVERSITI
MALAYSIA
KELANTAN

TITLE OF THE CASE STUDY REPORT

(Font 18)

(Times New Roman)

by

(Font 14)

(Times New Roman)

Name

(Font 16)

(Times New Roman)

A case study report submitted in fulfilment of the requirements for the
degree of Master of Business Administration

(Times New Roman)

} Font 14

Malaysian Graduate School of Entrepreneurship and Business

UNIVERSITI MALAYSIA KELANTAN

} Font 16

Year

(Font 14)

(Times New Roman)

APPENDIX G

} Double spacing (1x enter)

CASE STUDY DECLARATION FORM

} Double spacing (1x enter)

I hereby certify that the work embodied in this case study is the result of the original research and has not been submitted for a higher degree to any other University or Institution.

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- EMBARGOES** I agree that my case study is to be made available as hardcopy or online (full text) for a period approved by the Post Graduate Committee.
Dated from _____ until _____.
- CONFIDENTIAL** (Contains confidential information under the Official Secret Act 1972)*
- RESTRICTED** (Contains restricted information as specified by the organisation where research was done)*

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3. The library has the right to make copies of the case study for academic exchange.

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SIGNATURE OF SUPERVISOR

MATRIC NO,NRIC/PASSPORT NO.
DATE:

NAME OF SUPERVISOR
DATE:

Note: * If the case study is CONFIDENTIAL OR RESTRICTED, please attach the letter from the organization stating the period and reasons for confidentiality and restriction.

APPENDIX H

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LIST OF ABBREVIATIONS

JIT	Just-In-Time
DC	Direct Current
DLL	Dynamic Linked Library

LIST OF SYMBOLS

N	Population
\sum	Sum
π	Pi

APPENDIX J

RINGKASAN EKSEKUTIF

Kajian kes ini membincangkan strategi sumber manusia sebuah syarikat yang berkembang pesat dalam industri spa kecantikan yang berdaya saing tinggi di Malaysia. Ia mengkaji bagaimana nilai dan falsafah peribadi pengasas dinyatakan dalam dasar dan amalan sumber manusia dan pengaruhnya terhadap penyampaian perkhidmatan pelanggan dan budaya perkhidmatan syarikat. HerbaLine, rangkaian kecantikan spa muka di Malaysia, berkembang daripada satu cawangan pada tahun 2000 kepada 55 cawangan (23 dikendalikan oleh pemilik dan 32 francais) pada tahun 2014. Kedua-dua pengasas bersama, Encik Low Chee-Kwong (CK) dan Cik Liu Kim-Hwa (Kim) mencipta niche untuk diri mereka sendiri dalam industri kecantikan yang sangat ramai dan berdaya saing dengan model perniagaan berdasarkan falsafah Kecantikan, Tanpa Tekanan. Falsafah ini menggariskan tiga elemen utama operasi spa kecantikan: perkhidmatan dan produk, persekitaran dan suasana serta harga. Tumpuan HerbaLine terhadap perkhidmatan pelanggan yang cemerlang membolehkan pengasas, Encik Low Chee-Kwong dan Cik Liu Kim-Hwa, meletakkan pengendali spa kecantikan sebagai alternatif yang berdaya maju kepada rangkaian kecantikan antarabangsa yang mahal dan mewah serta kos rendah, tanpa- salun kecantikan yang dikendalikan secara individu. Kejayaan strategi perkhidmatan mereka dicerminkan dalam pertumbuhan pengendali spa kecantikan daripada satu cawangan pada tahun 2000 kepada 55 cawangan pada tahun 2014. Dengan visi untuk mengembangkan spa kecantikan HerbaLine ke setiap bandar pusat di Malaysia, pengasas memulakan keuntungan baharu skim perkongsian untuk pekerja berprestasi tinggi untuk memberi ganjaran kepada prestasi dan untuk mengekalkan dan mengembangkan tahap komitmen pekerja yang tinggi dan penyampaian perkhidmatan cemerlang yang menyokong pertumbuhan Syarikat. Ini boleh menjadi motivasi yang membolehkan syarikat menggandakan bilangan cawangannya kepada 100 menjelang 2024.

(300 patah perkataan sahaja)

EXECUTIVE SUMMARY

The case study discusses the human resource strategy of a fast-growing company in the highly competitive beauty spa industry in Malaysia. It examines how the founders' personal values and philosophies are expressed in the human resource policies and practices and the influence of these on the company's customer service delivery and service culture. HerbaLine, a facial spa beauty chain in Malaysia, grew from one outlet in 2000 to 55 outlets (23 owner-operated and 32 franchised) in 2014. The two co-founders, Mr. Low Chee-Kwong (CK) and Ms. Liu Kim-Hwa (Kim) created a niche for themselves in a highly crowded and competitive beauty industry with a business model based on a Beauty, Stress-free philosophy. This philosophy underlined three major elements of the beauty spa operations: services and products, environment and ambience, and pricing. HerbaLine's focus on excellent customer service enabled the founders, Mr. Low Chee-Kwong and Ms. Liu Kim-Hwa, to position the beauty spa operator as a viable alternative to expensive, high-end international beauty chains and low-cost, no-frills individually-operated beauty salons. The success of their service strategy is reflected in the growth of the beauty spa operator from one outlet in 2000 to 55 outlets in 2014. With a vision to expand HerbaLine beauty spa to every central town in Malaysia, the founders embarked on a new a profit sharing scheme for high-performing employees to reward performance and to sustain and grow the high levels of employee commitment and excellent service delivery that underpinned the company's growth This can be the motivation that would enable the company to double its number of outlets to 100 by 2024.

(300 words only)



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